

Sales Management

For The Man in Charge of Sales and Advertising

NOVEMBER 12, 1927



(Above, left) A. E. Repenning, Secretary and Sales Manager, and
(right) C. J. Howel, President, The Orange Crush Company

Man-Sized Orders from Narrow-Gauge Buyers

By SAUNDERS NORVELL
President, Remington Arms Company

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Hand-in-Hand with "Hand-to-Mouth"

In practically all lines of business the policy of hand-to-mouth buying is here to stay.

Modern high-speed transportation facilities, such as electric inter-urban freight service and the development of motor truck lines, make it possible for dealers to buy in small quantities at frequent intervals with assurance of prompt deliveries.

Alert manufacturers and wholesalers are no longer attempting to fight this so-called "evil." Instead they are accepting it as the modern method of buying and are re-adjusting their sales policies accordingly.

One of the important features of this re-adjustment is the increasing adoption of the loose-leaf system of cataloging.

The modern loose-leaf catalog takes the place of frequent calls by salesmen, keeps dealers constantly informed on changes in prices, new merchandise and discontinued lines. It is a positive source of information every day while a salesman is lucky if he sees his customers once a week. It is easily kept up to date by issuing new pages to replace the ones on which changes occur.

If your sales policies are not hand-in-hand with "hand-to-mouth" buying, the loose-leaf system may bring about the necessary adjustment. Why not investigate?

The HEINN COMPANY

349 FLORIDA ST. MILWAUKEE, WIS.

HEINN BINDERS

~ day ~ by ~ day catalogs
that last year ~ after ~ year

Published
Every-Other-Saturday

Sales Management

For the Man
in Charge of Sales

VOLUME THIRTEEN

NUMBER TEN

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CONTENTS

For November 12, 1927

	PAGE
When the Buyer Says "Your Product Won't Sell in This Territory" By A. R. Hahn	821
Some A B C's of Building a Real Export Trade . By Fred S. Phillips, Secretary and Export Manager, W. H. Duncan Co., Inc.	825
Westinghouse Sponsors "Drive Sanely" Week . One Idea Salvaged 40 Per Cent of McCreary's Working Hours By John L. Scott	827
Man-Sized Orders from Narrow-Gauge Buyers . By Saunders Norvell	831
Why Some Salesmen Must Know How to Put on the "Ritz" By E. Paul Staunton	833
A Producer's Club Whose Members Sold \$70,000 Each Last Year	837
How Squibb's Planned Their Price-Cutting Battle Clever Sales Management One of the Secrets of Movie Popularity By Eugene Whitmore	838
Personally-Conducted Tours Behind the Scenes of Advertising By Allan R. Barkley	841
Figures Dumb? Try Charts By J. J. Berliner	845
Sales Resistance Forced Us Into a New Quantity Quality Market By Frederick Blank, Frederick Blank & Company	848
If the President Must Make a Speech, Have Him Cut the Sob Stuff The twenty-second article of a series by Charles W. Hoyt	851
Dartnell Check-up on Distribution of Advertised Products The second article on Findlay, Ohio	855
Sales in Atlanta Signify an Easier Market for the Whole South	858
Professor Barnes and the Advertising Associa- tion's Science Hunt By Roy W. Johnson	864
A. N. A. Condemns Proposed Advertising Organ	868
The Party Line	872
Editorial Comment	889
Tips for the Sales Manager	903

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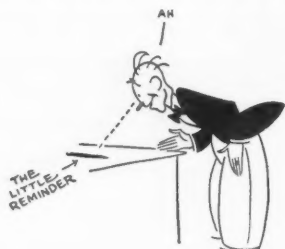
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magazine is not generally sold
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away from the office it is dis-
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of the principal hotels.

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Closing date for covers, color
advertising, and preferred po-
sitions, twenty days before
date of issue; closing date for
okay of proofs on run of
paper advertising, twenty days
before date of issue; last form
closes ten days before date of
issue.

SEND FOR FREE PENCIL



Do your customers remember you?

Give them something to remember you by—an imprinted Eversharp. Such advertising is



DIRECT:

No matter who your customers or prospects are, or where, you can reach them with imprinted Eversharks, by mail or through your salesmen.

PERSONAL:

They are practical articles of personal use, appealing to everyone, and render a service that is appreciated.

EFFECTIVE:

Used a dozen times a day they give your advertising "preferred position." There is no chance to forget you. Their effectiveness in actually increasing business is being experienced by scores of firms.

LONG LASTING:

Re-fill leads and erasers can be secured at practically every drug, stationery, jewelry, and department store, lengthening the life of the pencils for years. Your advertising investment is conserved.

INEXPENSIVE:

For only 31c per customer you can reach a thousand buyers every day for two years or more. Figure out what this is per day.

Some of Eversharp's many uses

Advertising Specialties
Sales Contest Prizes
Premiums • Souvenirs
Holiday Remembrances
Office Equipment

Order your holiday remembrances now!

— [A sample Eversharp will be sent to executives in exchange for this coupon] —

Advertising Specialty Dept.
THE WAHL COMPANY
1800 Roscoe Street, Chicago, Ill.

Mail me a sample Eversharp and some information about its advertising possibilities.

My Name.....

Company.....

Street.....

City and State.....

SN-1227



Courtesy The Pullman Company.

JAMES H. PERKINS, president of the Farmers Loan & Trust Company of New York, was recently elected to the board of directors of The Studebaker Corporation. Mr. Perkins, who succeeds N. R. FELTES of South Bend on the board, is one of the leading financiers of America. In addition to his duties as president of the Farmers Loan & Trust Company, Mr. Perkins serves on the board of directors for ten companies exclusive of The Studebaker Corporation.

WILLIAM B. WISDOM, formerly advertising manager of the Hibernia Bank of New Orleans, is now in charge of the copy department for the Fitzgerald Advertising Agency, Inc., of the same city.

ROBERT P. CRANE has been appointed vice president of Crowell, Williams & Company, Chicago advertising agency. The name of the agency will soon be changed to Crowell, Crane, Williams & Company.

CARL C. MAGEE, formerly editor of the New Mexico *State-Tribune*, has been appointed editor of the *Oklahoma News*. He is succeeded at Albuquerque by E. H. SHAFFER who was previously managing editor of the *State-Tribune*.

Effective October 30, FRED I. ARCHIBALD will become advertising director of the *World-Herald* of Omaha, Nebraska, and will have charge of all advertising. Mr. Archibald has been advertising manager of the *Lincoln Star* for thirteen years as well as secretary and treasurer. M. A. TANCOCK will be in charge of local display, Miss HARRIET CHRISTIAN in charge of national display, and T. W. SUMMERS in charge of want ads, under Mr. Archibald.

HARRY S. PHILLIPS, for twelve years in charge of rotogravure advertising for the *New York Times*, has been appointed assistant to the advertising manager. FRANK J. CONNAUGHTON will succeed Mr. Phillips as head of the rotogravure staff. JOHN H. TRUEPER, formerly of the business department, joins the advertising staff, and THOMAS H. FRYER, formerly assistant advertising manager, is now assistant to Arnold Sanchez, office manager of *The Times*.

JAMES CORLISS DAVIS, formerly in the advertising department of the *FARM JOURNAL*, has joined the George Batten Company, Inc., New York advertising agency.

GEORGE H. ADAMS, for many years editor of the *Minneapolis Journal*, has been appointed editor of the *Minneapolis Star*, effective October 24.

A. E. WHITEHILL, formerly general sales manager of Cleveland and Whitehill, manufacturers of men's clothing, Newburgh, New York, has joined the staff of Reimers & Osborn, Inc., advertising agency of New York City, as an account executive.

GEORGE J. PODEYN has joined the George Batten Company, New York advertising agency, to direct the radio broadcasting service for the agency's clients. Mr. Podelyn was formerly manager of the Pacific Coast division of the National Broadcasting Company.

ROBERT D. INNIS and ERNEST T. ALDRICH have recently joined the research department of the Buchen Company, Chicago advertising agency.

WILLIAM H. WALSH, for twelve years advertising manager of the Salada Tea Company of Boston, has resigned to start a new advertising and publicity agency in Boston. Mr. Walsh has served as reporter and political writer on the staffs of the *Boston Herald*, *Traveler*, and the *Globe*.

Miss AMELIA HEDGES, formerly with Doubleday-Page Company and *Women's Wear*, has joined the copy staff of the Charles W. Hoyt Company, Inc., New York advertising agency. She will specialize on women's products accounts.

JOSHUA B. POWERS, publishers' representative, New York, has opened a London office to represent foreign newspapers. THOMAS V. BOARDMAN is manager of the new office.

N. R. SWARTOUT has rejoined the *Bakers' Helper*, Chicago, as director of the art and copy service department, after two years as advertising manager of the Orange Crush Company.

EDWARD FRANK HUMMERT has resigned as vice president and copy chief of Lord & Thomas and Logan to assume a partnership with Blackett and Sample, Inc., Chicago advertising agency. He will serve as vice president and editor-in-chief in his new connection.

CHARLES U. PHILLEY of St. Joseph, Missouri, was recently elected president of the Outdoor Advertising Association, succeeding Harry F. O'Mealia of Jersey City, New Jersey. AL NORRINGTON of Pittsburgh was appointed vice president, and O. S. HATHAWAY of Middletown, New York, was named as treasurer.

LEONARD SMITH, formerly editor of *The Mailbag*, has joined the Caxton Company of Cleveland, Ohio, to take charge of the planning and direct mail departments.

Sales Management

A DARTNELL  PUBLICATION

VOLUME THIRTEEN

CHICAGO, NOVEMBER 12, 1927

NUMBER TEN

When the Buyer Says "Your Product Won't Sell in this Territory"

ABOUT four years ago A. A. Naulin, president of the Home Incinerator Company of Milwaukee, with another officer of the company approached a big gas company in Missouri with the idea of getting them to take on the agency for their product.

But the officers of this concern were just about as interested in trying to sell portable incinerators as an Eskimo would be in trying to sell ice. They didn't believe incinerators could be sold to home owners. The price was too high. The company wasn't widely known. Several other incinerator sales campaigns had failed. They pyramided a most formidable assortment of objections and ultimately ended, as our English friends say, by politely inviting their visitor from the office.

A New Approach

Mr. Naulin promptly hunted up a good oil burner dealer and sold him on the idea of taking on the agency for incinerators in that city. Gradually a few incinerators found their way into homes, and the oil burner people began to build up a business on this new specialty. Meanwhile the Home Incinerator Company continued to develop the gas company as the most desirable outlet to be had in the city.

"We approached them in a new way," Mr. Naulin said, in telling

How the Home Incinerator Won the Support of 350 Gas Companies Against a Host of Rock-Bound Prejudices

By A. R. HAHN



A. A. Naulin

of the incident. "If the utility company wasn't interested in incinerators, one thing we knew; they *were* interested in finding ways in which their salesmen could get more business on the entire line of appliances they represented. So we worked with them from that angle. We presented plans and ideas which their salesmen could take out and use to close individual prospects;

we made addresses before meetings of their sales force. And not once was our company or product mentioned.

"After the fourth meeting, they were convinced of our sincerity. They

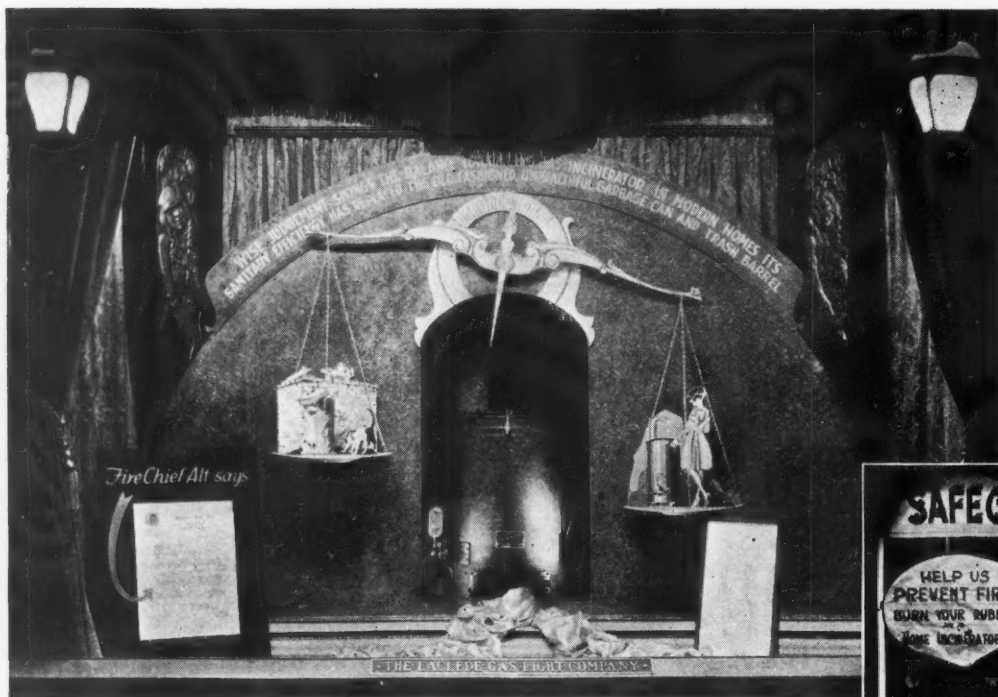
were beginning to like our co-operative efforts toward helping them create more business. They began to feel a little confidence in us. And—they began to be a little curious about our product.

"At last they gave us an order—I think it was for one incinerator. That was four years ago. The last order on our books from this concern, taken several months ago, was for 250 machines."

A Successful Sales Plan

Taken alone, this incident is the story of an interesting sale. But multiply it by experiences with several hundred dealers, and you have a picture of a successful sales plan—a plan which has been responsible for a remarkable growth during the five years the Home Incinerator Company has been in existence. For four consecutive years sales of this company have doubled, and this year they have more than doubled. With the exception of a single month, every month's sales have shown an increase over the previous month's sales since the inception of the business. Today the company sells from coast to coast.

This record is even more significant when it is viewed in the



The Home Incinerator Company has made profitable sales capital out of the national fire prevention movement by using it to get a news angle into window displays. Quotations from local fire chiefs displayed prominently further heightened attention value and gave the display a distinct local interest.

light of the fact that this concern is in reality pioneering a new idea. They are selling a product, furthermore, which not only has no artistic or style appeal but is also high-priced. The home units sell for \$100 and \$140, while the units for installation in institutions, large apartment buildings, etc., sell for \$400.

Winning Dealer Support

"When we first began to sell," Mr. Naulin pointed out, "we appointed miscellaneous types of dealers as outlets; these were oil burner dealers in most cases, or hardware stores. Until our major sales plan got under way, we were able to sell only a few of the gas companies—the people we wanted as our dealers. We wanted them because our gas-burning product is more or less intimately related to their business; we wanted them because they are organizations of high standing in their communities, and their credit is thoroughly sound. Today we have more than three hundred gas companies handling our product, and this number is being steadily increased.

"There are a number of reasons why we have been able thus to win the support of the utility organizations, and to accomplish through them, the sales record we have made. As I see it, our basic

plan resolves itself into these factors:

"1. We have sold a specialized 'home comforts service' instead of a product.

"2. We have endeavored to be thoroughly unselfish in the promotion plans and sales ideas we have designed for our dealers; we have tried to help them sell not only our product, but all the other products they handle.

"3. We have not only supplied live, workable ideas, but our salesmen have worked closely with dealers in carrying out these plans, and have rigidly followed them through. This includes advertising plans.

"4. We have tried to achieve and maintain the broader view of our business by getting into step with the industry to which it belongs, and working with leaders to promote the broad interests of the industry as a whole.

"There you have, I think, the major planks of the platform upon which our entire business has been built, and the explanation of whatever success we might be said to enjoy."

Before the Home Incinerator Company started in business, a number of different manufacturers had sought to market portable incinerators for the use of home owners, without much success. None ever developed a business



on more than a very small scale. The attack of these concerns on their selling problem was what might be characterized as a negative one; they pictured the horror of the fly-infested garbage can and sought to sell incinerators merely as a means for getting rid of an unsightly thing in the back yard.

Educating Retail Salesmen

The Home Incinerator Company took the opposite tack. They caught the broader significance of their product and started out to talk about educating the basement to take a place in society. They saw in their product an important means for fire prevention. They began talking to dealers about building business through home improvements, under the name of a "Home Comforts Service." Little or nothing was said about the horror of the garbage can or the rubbish accumulation in the basement. Instead they used the expression "waste disposal."

One of the first pieces of sales literature published by the company was a book for architects

entitled "Educating the Basement to Take a Place in Society." This book pictured what could be done in making the basement another living floor to the home, provided it was equipped with modern home comfort devices—of which a portable incinerator was one. The basement was shown equipped as a billiard room, or as a playroom for the children, for instance. The importance of an incinerator as a means toward

fire prevention was touched upon.

So much for the new approach to the problem of selling incinerators to home owners.

"When the company began to build up its relations with dealers," in the words of Mr. Naulin, "we realized that we could not sell a carload of incinerators and then leave the dealer to try to find a way to get rid of them. Most of our dealers were the type which employed salesmen who

are of the \$150-\$200-a-month calibre. They are not, as a rule, men who have the equipment necessary to sell high-priced specialties in any sizable volume, let alone sell an idea as new as ours of home incineration. We have never done resale work, and do not do it now.

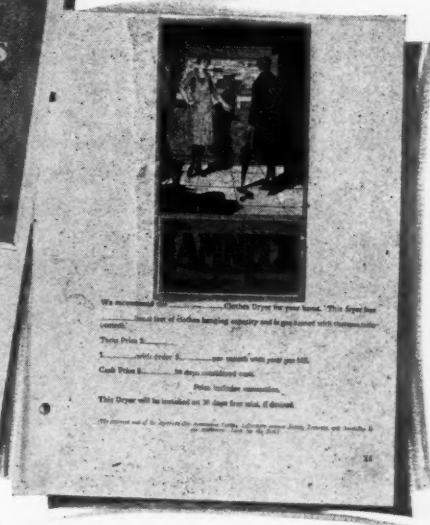
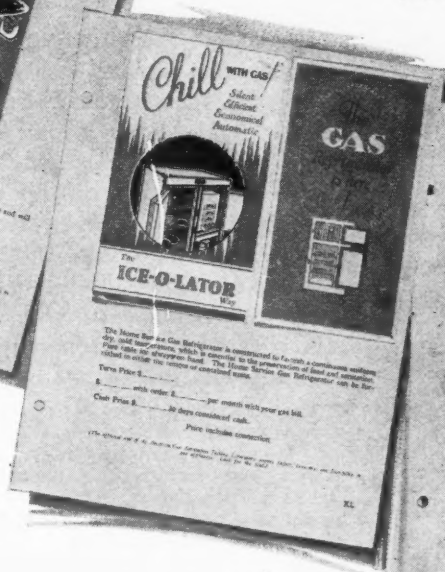
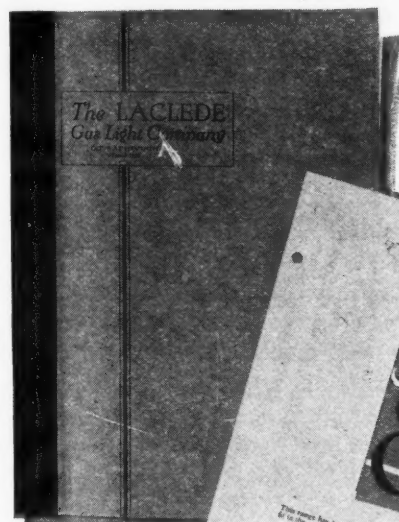
"The solution to our problem seemed to be the education of dealers' sales forces and the working out of sales plans and ideas which we could turn over to them to use in closing prospects. We saw that many manufacturers of home equipment specialties were at-

tempting to do something along this line by supplying the dealers with sales literature of various kinds, window displays, and other materials, which too often went unused.

Improved Salesmanship

"So our first step was to present our proposition to dealers through a 'Home Comforts Service Plan Book,' and then to suggest to them a simple idea for improving the efficiency of every one of their salesmen. This idea embodied a plan for putting to work this sales literature other manufacturers and ourselves were furnishing, and promoting the sale of every one of the dealer's products at the same time as we were promoting the sale of our own. We tried to look at the problem from the dealer's point of view—tried to visualize the fact that his problem was not how to simply sell more incinerators, but also more heaters, more washers, more gas stoves, more refrigerators, more ironers—more of every product he was representing in his territory.

"So we made up a very simple portfolio, bound looseleaf in paper covers, to show the dealer how to help his salesmen sell. Each page was devoted to a short



The Laclede Gas Light Company of St. Louis furnishes its salesmen with portfolios made up like this: a neat paper cover with one looseleaf sheet for each home equipment specialty being sold. A piece of the manufacturer's sales literature is mounted on the page for each product.

The Home Incinerator Company has helped dealers to sell not only more incinerators, but more heaters, more washers, more gas stoves, more refrigerators—more of every product they have to sell. One plan being followed out by many dealers at the suggestion of the company is the use of simple portfolios for each man on the sales force.



discussion of one piece of home equipment the dealer handled, and above the information on the page was pasted a piece of the manufacturer's sales literature giving the salient selling points about the product, picturing it more than likely, and telling what savings it would effect, what comforts it would bring, etc. One page of the book was devoted to our incinerator, and a piece of our sales literature was shown as in the other cases.

"We purposely made these portfolios simple, at the beginning, in order that the cost might not be prohibitive. The sheets were multigraphed or produced on some simple duplicating machine; the covers were a plain variety of heavy paper.

"The idea was this: the salesman was to assemble a portfolio proposition to meet the exact needs of his individual prospects. If his prospect had a gas stove, a heater, and a washer, then he made up a portfolio to show the ironer, the incinerator, and perhaps the gas refrigerator. This enabled him to give a logical, coherent unified presentation of his sales talk on more home comfort. It added the strength to his sales talk that a portfolio invariably adds.

"It is interesting to see how this idea has developed. Gradually the gas companies using the portfolios for their salesmen be-

gan to improve these books. One was made up built around the 'Blue Star Requirements' idea—which is a standard maintained by the American Gas Association for products tested in its laboratories. Another made up by the Laclede Gas Light Company of St. Louis is even more complete. The cover and three pages are pictured on page 823.

"Where this portfolio is made up for a prospect planning a new home, gas facilities are mapped on a sheet in the front of the book, showing the alley, the building line, and the street curb, and suggestions are made below as to piping for specific purposes, such as that from a meter to the rear of the basement, or piping from the house to garage—specifications which might be overlooked by anyone who had not had much experience in building. Suggestions are made for piping for all types of gas appliances, and such information as this is given:

Gas appliances with inclosed burners such as central heating plant, water heaters, laundry dryers, radiators, radiant heaters and incinerators, operate most satisfactorily when the products of combustion are vented into an active flue of proper size and construction. It is therefore important to give consideration to this fact when planning your new building so that your contractor can be in-

structed at what locations he is to provide flues for gas appliances.

For ordinary domestic appliances a flue 4 inches in diameter, or its equivalent, will be ample . . . etc.

Following this come the pages showing different types of appliances. On each page is filled in the terms of purchase, together with a plan for purchasing the appliance by paying so much each month along with the gas bill.

"Do you see how this portfolio plan has toned up the salesmanship of these companies? See how it has made sales capital of material furnished by other manufacturers. See how it has developed into really Grade A selling—such as that represented by the service described above, for new home builders.

"Naturally, it won the support of dealers because it was something designed to increase their business on every appliance they sold—not alone on Home Incinerators. Promotion plans such as these gradually won for us the support of the gas companies all over the country."

One of the interesting features of the Home Incinerator plan for dealers, is a direct mail campaign, the major pieces of which are

(Continued on page 900)

Some A B C's of Building a Real Export Trade

FONG WING Company, of Singapore, Straits Settlements,—that is not the name but it will do to give a life-like touch to an estimable firm of Chinese wholesale importers I have in mind—had been recommended to me as distributors for our materials. Fong Wing, the head of the firm. I learned, had long been in business in Singapore, and those who had had experience in dealing with him had come to regard his word as good as his bond—and when you say that of a Chinese merchant you have said everything.

I also learned that Ah Fong, a nephew of Fong Wing, a graduate of the University of California and with considerable business experience in San Francisco, was as the strong right arm of the venerable head of the firm and the one with whom I should preferably carry on negotiations.

Getting Acquainted by Mail

So I sat down and wrote a letter. It wasn't a sales letter as we turn them out here in America—and yet it was a sales letter. It rambled a bit, perhaps, but it told the story of the W. H. Duncan Company in a friendly, want-to-get-acquainted sort of way. It didn't come right out and ask for business as would be done in writing to a domestic concern, and it didn't ask questions about the Fong Wing Company. Here is what went into that letter:

Ah Fong was told how long the firm of W. H. Duncan had been in business, and he was given the names of well-known companies with whom we have had mutually satisfactory dealings in America. He was also given the names of importers who had handled our line with satisfaction. We told him of our banking connections and gave him the name of a correspondent bank near him which could vouch for us. And then,

Why It Isn't Necessary to Spend a Lot of Money to Make a Start in Building an Export Business

By **FRED S. PHILLIPS**

*Secretary and Export Manager, W. H. Duncan Company, Inc.
New York City*



Fred S. Phillips

getting around to it leisurely—for you can't hurry a Chinese—Ah Fong was told about our line; in fact, he was given quite a full description and a list of prices. And we sent along some samples.

As you may well imagine, that letter ran to three or four pages of how-do-you-do, here-we-are, here's-our-line, look-us-over material. But not a word about selling the Fong Wing Company a nickel's worth.

Then I sat back and waited. Patience is quite necessary in exporting. It takes some time for a letter to reach Singapore, but in a matter of weeks there came a reply that was worth waiting for. Fong Wing Company, through Ah Fong, returned the courtesy of an unsolicited "once-over." I was told all about the connections, the standing, the

pretensions, and the hopes and aspirations of the distant—but, now, it seemed to me, well-known—firm of importers. And away down at the end of the long letter there was the request to be permitted to purchase a few rolls

of a certain material at the price quoted in our letter.

Now, considerable time had elapsed since I had quoted them a price on that material and there had been an advance meanwhile. But, having quoted the price, there was nothing to do but stick to it; so the goods were shipped and billed at the price originally quoted, and I wrote them a letter explaining the current price situation.

Building Confidence

One day, after several more weeks had passed, there came a cable from the Fong Wing Company requesting a quotation on the same material. It was promptly cabled. Back came a cable order. For a time our business with them was handled that way, but gradually Fong Wing Company learned through their dealings with us that we were striving to treat them as fairly as we could treat a purchaser in the next block with regard to prices and goods. And for a long time their orders have come in regularly for replenishment of stocks of various goods in our line without one word about prices.

And we regard the Fong Wing Company just as highly. I'll tell you why. One time there was a complaint about a roll of material that had stuck together. That was the factory's fault, and it appeared that something very unusual had happened for we never had received such a complaint before. Anything that is the fault of the factory is the seller's fault—the export manager's fault. So I took full blame and immediately set things right.

But it seems things weren't quite right yet, for there came another letter from Fong Wing Company, "on the matter of the roll that stuck," saying that further investigation and a cutting away of the outer layers revealed that only a few yards of the tightly wound roll were spoiled and that payment would be made for the usable portion. We learned about Fong Wing Company through such experiences, just as they learned about us through the little things that are always coming up and are just as inevitably being set down for or against the other fellow in business dealings.

The Human Side of Selling

I HAVE given a lengthy account of the inception of our business relations with the Fong Wing Company because it emphasizes a point that I want to make very clear; that is, that the human relationship, the man-to-man side of business, the sympathetic mutual understanding and esteem that add a pleasurable touch of fellowship to dealings at home, are not dimmed one bit by distance. In fact, to the foreign customer, the personality of the export manager and of the heads of the company who he may never meet, often has a deeper meaning than the merchandise he actually handles.

Many American business men have the set conviction that foreigners are different — even queer. The fact is — and I have traveled a bit — that this conviction is comparable to that of the rookie who thought that every man in his company was out of step but himself. Dealings and personal contacts with business men in many countries have convinced me that foreigners whatever their land of nativity or the form of government to which they owe allegiance, have much in common, while we of America are the ones that are "different." The gratifying significance of this is that once you learn to deal with one foreigner as he expects to be dealt with, you can deal with equal facility and felicity with foreigners in any part of the world.

The problem of the manufacturer seeking foreign outlets will be simplified at the start if he will seek to visualize the concerns with whom he will deal. Almost all his dealings will be with one type of concern — the wholesale importer. He will seek the largest and best established wholesalers in the different countries or districts, so that this one type may be divided into three classes — the large importer in a large country, the relatively large importer in a small country, and the largest importer in one district of a country. Actually, there is considerable difference in their size, but relative to the territory they cover they are of equal importance. It may be assumed that each of these wholesale importers has a store through which a retail business is conducted. In some cases the volume of retail business is relatively small, in other cases it is relatively large; but in practically every case these concerns are merchants as well as distributors. The American exporter must treat all of these concerns with whom he has connections exactly alike, and he must give the same consideration to small orders that he does to large ones.

Foreign Sales Policies

I NVARIABLY, if these firms have been established long, they are run by men with good business heads on their shoulders. You may get a small order — something that looks like direct consumer mail-order buying — from a large wholesale importer in a large country and you may wonder if you should fill it at a price that has always been set by volume. By all means fill it with as pleased a gesture as if you were sending a shipload. The foreign buyer doesn't jump into things; he proceeds slowly, but his plans are deeply laid and he gets there, just as he eats his meals with deliberation and full enjoyment through all the courses.

One of two reasons usually prompts the foreign wholesaler to send in a small order at the outset. (1) He may have a good idea of the sales possibilities, but

he may want to see what your goods are like, how an actual shipment comes through, how they are packed — he may want to get the feel of actual business relations with you. Or (2) he may be a bit in doubt as to the consumer market and may want to experiment in setting up a demand.

In the domestic market we all know that the manufacturer usually fits prices to the volume of purchases and to the degree of marketing or merchandising services rendered. There's the big distributor who gets the fullest price advantage of a big discount and something extra, there's the jobber who gets a smaller discount and a little bit more, and prices are graded upward as the list goes on down through smaller jobbers and dealers. In the foreign market it is a first principle of selling that the big fish in the big pond, the big fish in the small pond, and the big fish in one corner of the big or small pond, are all quoted the same price.

And that is perhaps a reflection of what I set out to show at the start; namely that the human relationship — the sense of dealing between man and man — is of greater relative importance in foreign than in home trade. Foreign connections are built upon mutual understanding, mutual respect, mutual reliance — not upon sales volume. And when you get this slant you will have no difficulty in understanding the equality of treatment as to prices.

Covering Export Markets

HAVING visualized the concerns with whom you will have dealings, it is necessary only to know the amount and character of the territory these concerns cover, to have a complete picture of entire foreign sales fields. Here we run into complications and the need for specific knowledge, as two illustrations in South America will show. Take Colombia: by various geographical barriers it is divided into various natural trade districts, and the biggest wholesale importer in one of these districts might handle your line for years without

(Continued on page 878)

Westinghouse Sponsors "Drive Sanely" Week in Chicago

TOWARD the end of bringing about a betterment of automotive conditions in the city of Chicago, the Westinghouse Lamp Company, in cooperation with a group of civic agencies, the motor clubs, and the motor trade, sponsored a "Drive Sanely" Week from November 7 to 12. The purpose was to familiarize the public with the traffic code and to educate the public to observe all traffic regulations.

The project is interesting not only because of the breadth of the scale and the thoroughness with which it was carried out, but because it is a striking example of a plan carried out by a manufacturer, which was based primarily on an unselfish interest in the public welfare. It was designed to improve general conditions of the entire industry with which the Westinghouse activities are allied.

The Sales Tie-up

The Westinghouse name appeared in none of the preliminary publicity, and in none of the promotion of the general drive. The tie-up with the "week," through Westinghouse jobbers and dealers, which broke simultaneously with the opening of the campaign, was an activity entirely separate and apart from the general drive itself, so far as public knowledge of the campaign was concerned. This was true even though Westinghouse furnished and distributed all the posters, cut-outs, and streamers used to promote and carry out the drive.

Here is the way the Westinghouse Company planned "Drive Sanely" Week, and then tied it up with their own sales activity.

The Chicago Motor Club presented the plan of such a week to the mayor and city officials, and

Promote Campaign in General Public Interest and Then Tie Up Through Jobbers and Dealers

obtained their endorsement of the project.

A "proclamation" was obtained from Mayor Thompson, which touched off the general publicity campaign preceding the drive. This proclamation read:



Mayor Thompson Proclaims Week of November 7 "Drive Sanely Week"

The appalling increase in the number of accidents brings about a need for the betterment of automotive conditions. I have, therefore, endorsed the proposal of Charles M. Hayes, president of the Chicago Motor Club, that the week of November 7 be made "Drive Sanely Week" in Chicago, as a move for saner automotive driving.

During this week, in accordance with instructions issued to the Traffic Division, all violators of the traffic laws will be apprehended.

Motorists are, therefore, urged to familiarize themselves at once with these laws, thereby saving themselves inconvenience and increasing the public safety. Do not exceed the speed laws as laid down for various sections of the city. Observe all "Stop" and "Go" signs. Remember that

the yellow light is a "marker" light and not a "starting" light. Always signal when making turns or stops. Be exceedingly careful when passing children playing in streets or on sidewalks and be ready to act instantly if they should dart

into your path. See that your brakes are in good condition. Make sure that your head-lights are properly focused so that their glare does not blind oncoming motorists. Never drive a car with only one head-light or with the tail-light extinguished.

I urge also that all pedestrians bear in mind that accidents are not always the motorists' fault and exercise care crossing streets. In particular, I hope that all mothers and school teachers will impress upon children the necessity of keeping off the streets in play, of obeying all traffic signals, and of glancing left and right before crossing a street.

In the first nine months of last year, the automobile fatalities in Chicago were 518, and for the same period of this year, the total was 599. This is a 16 per cent increase over last year, and since the general increase for the United States in general was 5 per cent, Chicago has an accident record above the average.

Every man, woman, and child in Chicago has a personal interest in reducing this appalling record. Let us all make every endeavor to "drive sanely" and "walk sanely" during the week of November 7, to the end that we may continue to do so and thus save lives.

(Signed) William Hale Thompson, Mayor.

For Public Interest

Meanwhile the cooperation of the police department and the department of streets was enlisted, together with the support of the Lincoln Park Board, the South Park Board, the West Park Board, and the North Shore Park District. All the Motor Clubs were informed of the proposed program, and all the motor trade associations organized to get behind it. Meetings were held in the motor clubs and among the tradespeople at which a Westinghouse representative, acting in the capacity of a "consulting organizer" of "Drive Sanely" week, demonstrated the dangers of driving with head-lamps out of focus, with only one lamp lit, etc.

It should be pointed out that the "Drive Sanely" activities fell

into two distinct divisions, so far as the management of the drive was concerned: there was the general educational campaign to make the motor-driving public more conscious for the necessity of driving more carefully, and the necessity of keeping their cars in more perfect driving condition—this refers not only to head and tail-lights, but to brakes, horns, and other portions of car equipment which are necessary for the safety of pedestrians and fellow drivers. Then there was the plan for providing the public with the means for getting the service necessary to bring their cars up to this standard of maintenance.

And here is where Westinghouse fits into the picture. Some time ago the motor clubs had endeavored to establish head-light focusing stations in various places, where this service was supposed to be rendered free to all club members. But this plan did not work out satisfactorily, and Westinghouse wanted to switch head-light focusing jobs and similar service jobs over to clear through regular dealers and service stations which were equipped to render this type of service intelligently and quickly.

How Publicity Was Handled

They wanted also to create more business for miniature lamps. In conjunction with keeping head-lights correctly focused, one of the practices promoted in the "Drive Sanely" campaign was that of getting motorists to carry an extra set of automobile lamps, so that new lamps would be available the instant old ones burned out. The necessity for changing lamps at least twice a year, even though they were not completely burned out, was also pointed out.

So the company, after telling dealers what was to be done through this special "week" to make the public conscious of the dangers of driving with lights out of focus, and to make them want to fall in line with the idea of carrying extra lamps, organized dealers so they could tie up with the drive by announcing that they were equipped to give focusing service and to furnish spare lamps.

The general newspaper publici-

ty, while all written in the Westinghouse office, was released through the cooperating city departments. The Westinghouse name was not mentioned. The traffic division announced through Chief of Police Michael Hughes, that all traffic regulations would be rigidly enforced during "Drive

The Men on the Cover

IT WAS a little over ten years ago that Orange Crush was first introduced. Today it is the acknowledged leader in the fruit beverage industry and ranks second only to Coca Cola as the largest selling five-cent beverage in the world. The men on this cover of SALES MANAGEMENT were largely responsible for placing the Orange Crush Company in its present enviable position among the producers of beverages.

C. J. Howel, president of the company, has been associated with the beverage industry for over twenty-five years. Before establishing the Orange Crush Company a decade ago, he had successfully marketed a number of other well-known beverage products. At Mr. Howel's right is A. E. Repenning, the secretary and general sales manager. Mr. Repenning joined the company nine years ago as a salesman. Inside a comparatively short time he became assistant sales manager and three years ago he attained the position he now holds.

Although selling for only five cents, Orange Crush has the distinction of being a genuine orange drink. The fact that over 14,000,000 pounds of oranges were used this year was widely featured in the company's advertising. Besides having a wide sale at nearly every soda fountain in this country, it is distributed as well in thirty-seven foreign countries.

Sanely" Week; special attention would be paid to head-lamps not in focus, one head-lamp only being illuminated, one cowl lamp only being illuminated, and tail-lamps not illuminated. At least one story of the educational, publicity type broke every day.

A series of radio talks was ar-

ranged by those in charge of the publicity, to be delivered, one each evening, from November 3 through November 11. These talks were made by such persons as Charles M. Hayes, president, the Chicago Motor Club; Edward J. Kelly, president, the South Park Board; Thomas M. Byrne, superintendent of streets; C. M. Gray, president, Yellow Cab Company, and Michael J. Hughes, superintendent of police.

Large "Drive Sanely" cut-out displays with the life-size figure of a policeman pointing to glaring head-lamps, were distributed all over the city, and put on lamp posts at every traffic intersection where there were traffic lights. This was managed through the traffic division of the city, and local policemen were commissioned to put up the displays in each park district. Two hundred and twenty-six main traffic intersections carried four of these big cut-outs, one on each corner. The South Park Board, which has a ruling against displays on the street corners, granted a special dispensation so their section of the city could cooperate in the "Drive Sanely" movement—this incident shows the extent to which the idea was sold by the concern backing the campaign.

The Dealer Tie-up

Large quantities of streamer-stickers were printed in black on bright orange paper, reading "Drive Sanely." One of these was carried by every Yellow Cab, every car which was a member of an industrial fleet, and all vehicles operated by the Department of Streets of the city of Chicago. All street cars carried posters.

The Westinghouse Lamp Company, for several weeks before the general drive opened, worked with jobbers and dealers to help them make a profitable and strong tie-up with drive activities to the end of selling more miniature lamps. Striking window displays in the same colors, carrying the same figures and the same slogans as the general drive material, were furnished to dealers. The sales message they carried was that these dealers were equipped to

(Continued on page 892)

A Single Idea Salvaged 40 Per Cent of McCreary's Working Hours

LIKE nearly every other salesman who has given the matter any consideration whatever, William C. McCreary found himself spending between two and five hours a day traveling from one call to another. But unlike most other salesmen, he wasn't satisfied to accept this unproductive time merely as another one of those unavoidable exigencies of selling. The loss of 40 or 50 per cent of his working hours was not a thing to be regarded complacently, he believed, without convincing himself first of all that it was absolutely necessary.

Two Hours Between Calls

McCreary represents the Calumet Refining Company in the Chicago territory. He sells lubricating oil to tank wagons, oil jobbers and other volume buyers. Sometimes in the same day he is compelled to call on customers in Evanston to the north of Chicago and Blue Island to the southwest. While only a distance of twenty-five or thirty miles, city traffic frequently holds him up so badly that it takes him over two hours to drive between those suburbs. The fact that these two hours represented nothing more tangible than a few random ideas and observations which might soon be forgotten was a source of considerable irritation to him.

Most of McCreary's ideas occurred to him while driving, he says. While talking to customers and prospects, his attention, naturally, was on the interview. During the evenings he was busy getting summaries of the day's activities in shape. About the only time left for planning, then, was in those hours of riding between offices.

Obviously, it was out of the question to stop his car, pull over to the curb, take out a pencil and notebook, and write a memorandum of each impression as it

How an Oil Salesman Devised a Scheme for Recording His Thoughts as He Drives from Call to Call

By JOHN L. SCOTT

struck him. Things which seemed important to him at the moment would be forgotten by the time the day was over. Prices he had quoted to customers and then had been unable to jot down immediately somehow seemed to slip him before evening. Sales ideas he picked up as he was driving along the street, and which he would try to remember to pass along to a customer the next time he saw

him, grew vague in his mind before that time ever arrived.

If there were only some means of recording those thoughts while he was driving, reasoned McCreary, he would accomplish two objectives at one stroke. He would salvage the four or five hours of daily waste time and he would have accurate records of everything that happened during the day. To fasten a memorandum pad somewhere about the steering wheel and have a pencil handy might solve the problem to a limited extent, but the writing would sometimes prove illegible, and it would be



This "invention" of William C. McCreary's consists of nothing more complicated than a recording device of the type used in telegraph offices, a telegraphers' key and a radio "B" battery for a power unit. Now the amount of time he spends daily between calls no longer annoys him.

impossible to write at night, and to use the system would require taking his eyes off the road, possibly resulting in accidents.

Riding along the street one day, casting about in his mind for some satisfactory device which might help him, he thought of the stock tickers used in brokers' offices. Here was the sort of recording instrument which might be placed in the car and enable him to make notes as he drove. Acting on the idea he hunted up a concern which supplied these tickers and submitted his proposal. He outlined the reasons he wanted such a device, told how he planned to use it and wanted to know whether it would prove practical.

Just the Thing He Wanted

"YES, we could fix one up for your car that would do what you want it to do," he was told, "but it will cost you a thousand dollars."

That let him out, McCreary was forced to say, but it didn't discourage him. He remembered the Western Union and Postal Telegraph switches installed in offices for summoning messengers. He figured that the telegraph companies probably would not keep someone on these wires every minute of the day, so there must be some sort of recording instrument on the other end of them.

He called on one of the companies at once to find out more about the system. He found as he suspected that the instruments did take messages and print them on rolls of tape, something after the fashion of the stock tickers. The telegraph official was very much interested. Anxious to help, he looked around the office and inside of half an hour had found an extra one which he let McCreary have for about \$35.

Placing this machine in a box in his car, McCreary attached a radio "B" battery for a power unit and a telegrapher's key for transmitting messages to the tape, and the mechanism was ready to operate. As he had always been a radio enthusiast, he had picked up the Continental code, which

he uses in preference to the Morse code, by listening to amateur broadcasts. He polished up on his technique a bit by studying the Radio Call Book, he practiced sending messages while driving his car, and in a few days he had perfected his "invention" until it became as natural for him to operate the telegraphic key while driving as it was to let out the clutch or shift gears.

That was last July. Every day since then it has been his constant companion. As he drives between calls he does so with one hand on the steering wheel and the other on the key of the machine. He uses between fifty and sixty feet of tape a day to record the details of his interviews, his plans for future calls, figures on prices and terms, any thoughts and ideas that occur to him, all the things relating to his business which he observes while driving about—in short, everything which used to pass through his mind, either to be remembered or forgotten, he now gets down in code while it is still fresh.

Complete and Accurate Records

EVERY evening at home he goes over the day's notations. Instead of straining to remember all the little things that had happened, he has reminders of them before him. The notes on the tape are not complete, of course, being condensed and abbreviated as much as possible, but he transcribes them fully on cards in a few minutes and has a complete and permanent file of all the information he wants to keep.

In the three months McCreary has been using this system his sales have increased, at a conservative estimate, 20 per cent. In a recent five weeks' sales contest among the salesmen of his company he took first honors with a margin of 10,000 points over his nearest competitor. And the recording device is given most of the credit.

As one example of the way it is responsible for increased sales, this is how it gets new customers: oil jobbers spring up almost overnight. McCreary often passes on the street trucks of companies

which he didn't even know were in business. They aren't listed in any directory and about the only way to locate them is to notice their trucks. Passing one of them in traffic gives a salesman little time to catch the lettering on the sides. He has to look quickly in order to make out the company's name, address and telephone number. Without writing them down at once it is almost impossible to remember them all day. But now McCreary can record them on his machine nearly as fast as he can read them, and then he can turn his thoughts to something else, knowing that there is no possibility of their slipping his attention.

Landing New Accounts

AT the first opportunity he calls on these wholesalers. Many of them are surprised that he located them. Since he is usually the first salesman to interview them, he gets their business. Frequently he takes orders back to the office from customers officials of his company didn't even know were in existence. His fellow salesmen couldn't understand how he ferreted out these obscure prospects. That was the way he won three sales contests in the last four months.

"Most of the men I do business with have little academic education," declares McCreary. "They need help in algebraic formulas for mixing oil to do certain specified things. It has always been my policy to help them as much as I can, because I believe that a salesman who does favors for his customers can't go wrong; that's his biggest obligation to them and the thing they appreciate and remember the most.

"After talking with a man, I get back in my car and go over the interview just finished. Before I got this machine I would figure out just what sort of a mixture the customer needed while his explanation was still fresh in my mind, but by that night I might have forgotten some of the factors entering into it and wouldn't be able to get a strictly accurate solution. But

(Continued on page 886)

Man-Sized Orders From Narrow-Gauge Buyers

PRECONCEIVED ideas stand in the way of success with almost every salesman. In my talks with salesmen, I have always warned them against what, for the use of a better expression, I called "preconceived ideas." All of us are the victims of our own environment and education. We grow up with a lot of prejudices on various subjects. Unfortunately, as we progress in life, we find that many of these prejudices, these preconceived ideas, are dead wrong. We are compelled to discard them from time to time and take a fresh start in life, just as a crab discards its old shell.

Let me illustrate what I mean by this experience. We sent out samples of some very high-priced hair brushes to our force of salesmen. A number of them wrote back that it was simply ridiculous to think that hair brushes worth from \$25 to \$50 each would sell in their territories. These salesmen would not even show the brushes. They had the preconceived idea that there was no demand for brushes of this character. Then we sent a special salesman to some of the larger towns of these salesmen who could not sell the high-priced brushes and this special salesman sold the goods, not only in one case, but in many cases.

Now, the whole trouble in this instance was that our salesmen were men earning a comparatively small salary. These men were prudent and economical. It would

The Biggest Stumbling Block in the Path of the Salesman—the Preconceived Idea that "There Isn't Any Business"

By SAUNDERS NORVELL

hardly occur to them to buy a \$25 brush for their wife or a sweetheart. It did not occur to the salesmen that in these days, in almost every city of any size, there are quite a number of men who are earning very large in-

comes. This class of men earn ten or twenty times as much as a salesman. The ideas of these men when it comes to spending money and buying what they want are entirely different from those of a salesman earning \$300 a month.

The trouble with our regular salesmen was the fact that they lacked imagination. They could not conceive of a man with an income of from \$50,000 to \$100,000 a year. They could not put themselves in his place. They could not grasp his point of view when it came to buying hair brushes. Probably, also, our salesmen's good wives would have been aghast at the idea of spending \$25 for one hair brush. Possibly they did not stop to think that there are a number of women in almost any community who are not chilled by high prices in buying anything.

Go to any first-class drug store and have them show you a line of perfumes all the way from \$5 to \$25 for a small bottle. There are a good many of us who would never think of spending \$25 for a little bottle of perfume, but, on the other hand, it must not be forgotten that there are a lot of men and women who think nothing of paying this price. If this were



"Oh, what's the use? There isn't any business here anyway." And the salesman turns around and goes on to distant fields which look greener. But the next salesman who comes by, who isn't handicapped by any preconceived notions, goes in and lands a "halo" order.

not true, shops would not carry such expensive goods. Manufacturers would not produce them. The goods are made and they are sold, and they continue to be sold which goes to prove that there is a demand for them. However, there are some salesmen who would balk at selling such high-priced goods simply on account of their own preconceived ideas. They would not buy them and for that reason they will not attempt to sell them. A salesman's own resistance because of his preconceived ideas is a real cause of sales resistance.

When "East Meets West"

THE writer years ago changed from the hardware to the drug business. He will never forget his first most interesting experience in standing up before a force of jobbing drug salesmen and talking to them on the subject of increasing their drug sales. I told them what I believed could be done in the way of increasing sales in the drug business. I waxed rather eloquent on the subject.

Our sales manager, the late John Molloy, listened to my talk with a curious expression on his face. I could see that these *Eastern drug* salesmen were not particularly thrilled with the selling talk from a *Western hardware* man. After the meeting Mr. Molloy came to my office and said: "Do you really think that some of these Western ideas of yours about selling would work here in the New York district?" I replied that I had found human nature pretty much the same almost all over the world and I certainly believed that some of the selling plans that had worked in the West would also work here in the East. John was skeptical. I saw that he was rather sorry for me. His expression suggested that he thought I meant well, but I was a long way from my base!

Finally, I said to him: "Look here, John. Give me the name of a good retail druggist that you think it is impossible for us to sell and let me try some of my plans on him. It will surely do no harm and results may surprise both of us." "That's fair," an-

swered John. "We formerly had an account over at Perth Amboy, New Jersey. He is a first-class retail druggist. He used to buy a lot of goods from us, but he made a great many claims on prices. Our claim department turned him down and this retailer swore he would never buy another dollar's worth from our house."

I took the address of this retailer. I wrote him an informal friendly letter to the effect that I had just gone with McKesson & Robbins, Inc., and that in looking over their books I found that in the years past he had been a very good customer. He had discounted all of his bills. His account was an entirely satisfactory one but suddenly, on a certain date, his purchases stopped. I had taken the trouble to look him up in the commercial agencies and I found he was still in business. Now, would he do me the favor to tell me, in the enclosed stamped, self-addressed envelope, just why he had quit our house.

The Customer Was Right

IN a few days, the answer came. He explained that he had been in business in another location. He had sold out and had then bought a complete new stock for Perth Amboy from McKesson & Robbins, Inc. When he bought the stock, he had figured with several wholesale druggists and had received some very low prices. "Then," wrote this retailer, "When I afterward sent orders to your house, they would not duplicate the low prices they had given me on this stock. They would sell me only at regular prices. I claimed I was entitled to the prices on my new stock order and we came to a deadlock. Neither of us budged and so I turned to another wholesale house as my source of supply."

To this I replied by letter that, in my opinion, when our house sold him the new stock at special prices, they should have billed the entire order at regular prices and sent him a credit memorandum for the cut prices. If they had done this, he would have marked up his goods at the proper prices.

The credit memorandum was simply a bonus he received for placing the new stock order. Then I said he should also have been informed that these special prices for the new stock could not have been duplicated in future. I agreed he had been treated badly.

At the end of the letter, I suggested that as he no doubt frequently visited New York, he drop in to see me on his next visit and we would go down to the Fulton Market nearby and have a fish lunch. In a few days, I received a reply stating that on his next visit to New York, he would drop in to see me and sure enough, one day he turned up. He went out to lunch with me. After lunch I brought him back to our sample room and showed him some of our new goods. However, *I did not ask him to buy anything*. He was very much interested in a number of our new lines. He completely thawed out. While I had him in tow, our sales manager came up and chatted with him. However, I was particular to see that he was not asked for any business. Finally, after spending most of the afternoon with us, this retailer took his departure.

A Friend Regained

A FEW days later I found an envelope lying on my desk, addressed to me personally. It contained a twelve-page mail order from this retail merchant without a single price on the order. He simply wrote a letter asking me to see that the goods were shipped promptly. He made no reference whatever to the past. We filled that order very carefully indeed. I wrote to our regular salesman in that territory to call on him, and he became a regular customer again. You can imagine the pleasure I took in showing Mr. Molloy that handsome mail order! I also took particular pleasure in telling him *I never asked this merchant for any business*. The whole trouble with our sales force was the fact that they had the preconceived idea that this merchant had quit and would never buy from us again. Because of this

(Continued on page 896)

Why Some Salesmen Must Know How to Put On the "Ritz"

THE theory is held by some very eminent sales managers that selling is selling, just as pigs are pigs, and that the man who has demonstrated his capacity to produce

can be shifted from one line to another, or from one class of trade to another, without materially slowing down for any length of time. I am not quarreling with that theory, which is very probably demonstrable so far as the general run of specialties are concerned—products that are sold mainly on the basis of consumer acceptance for a widely known brand, and where the salesman is more concerned with demonstrating turnover than he is with intrinsic quality.

Where Specialty Methods Fail

BUT when it comes to a product which must be sold primarily if not wholly upon a demonstration of quality, and especially when it is sold through the highest type of exclusive stores, a successful record of specialty selling is likely to be a handicap rather than otherwise. Pretty nearly everything that the specialty man is in the habit of emphasizing will be a matter of secondary importance in the eyes of the buyers for these stores, and unless he possesses an adaptability that is quite out of the ordinary, his training in high-pressure, quick-action methods will antagonize rather than convince or persuade. To paraphrase the prayer-book, he will not only do a number of things that ought not to be done, but he will leave undone an equal number that are necessary in order to establish any really confidential relations with this particular class and type of trade.

I am certainly not attempting to disparage the specialty salesmen, or to cast any aspersions on the system of specialty selling. All that I am trying to do is to

Experiences of a Man Who Was, for Twenty Years, a Salesman and District Manager for the Gorham Company

By E. PAUL STAUNTON

point out to the concern which must sell a product primarily on quality, especially to the high-grade jewelry trade, that specialty methods have some definite limitations.

It is necessary to remember that with stores of this character, the ordinary arguments of commercial saleability, consumer acceptance, and rate of turnover, are of relatively minor importance. The big thing in the eyes of the management is the local prestige of the store itself, and its ability to attract and hold its own exclusive clientele. The salesman who can demonstrate that the quality of his product will contribute to those ideals, will succeed in cases where the most convincing demonstration of rapid saleability would fail to make any impression at all. It is primarily a question of understanding what might be called the buying psychology of this class of trade. Furthermore it must be remembered that these stores are usually extremely jealous of one another (not necessarily in any hostile sense) and the salesman who would build up any steady and increasing volume of business must secure their confidence, both in himself and in his house, to an extent that is seldom necessary in connection with the more ordinary specialty lines.

A Bit of Psychology

PERHAPS I can illustrate this buying psychology with an incident that took place a good many years ago in Swan's store in a large western city. I was the sales representative at that time for a line of solid gold toilet articles, cigarette cases, vanity cases, and so on, which The Gorham Company put out from 1908

up until the time the war broke out. I was carrying, as a regular thing, sample trunks with a valuation ranging from \$60,000 to \$90,000, keeping studiously out of smoking room conver-

sations, and when pressed for information by strangers as to what line I was carrying I generally said "light hardware" in a tone that would discourage any request for particulars. My territory extended from the Atlantic coast as far west as Kansas City, and had been allowed to run down, so at the start I had exactly 23 customers and good prospects. In six years I succeeded in increasing the business over 3,000 per cent.

Subordinating Price

ON this particular day I went to a toilet wares buyer at Swan's and asked him to put his glass on the hand engraved design on the back of a gold hand mirror. He agreed that it was a fine piece of work with the right degree of enthusiasm, and then asked the price. "One eighty-seven, fifty," I told him in the casual, off-hand tone I had learned to adopt when the question of price came up. This may look like a small thing, but it is worth pointing out. I had learned early that the manner in which the salesman makes a price-quotation is a matter of some importance. To say "one fifty" with the right inflection will often keep the price question in the background where it belongs, while "one hundred and fifty dollars" in a different tone may start the buyer on an entirely unfavorable train of thought. The proper attitude is to dismiss the question of price as entirely incidental, if the quality and design is such that the goods will appeal to the store's clientele and contribute to its prestige.

For some reason it didn't work on this occasion. "One hundred and eighty-seven dollars and fifty

cents," the buyer emphasized every syllable. "Good Lord! We'll have to get two hundred and such a number of dollars for this piece alone!" As quickly as I could I slipped the mirror back into the chamois case. "You can't have it, Jimmie," I told him, and headed straight for the private office of one of the vice presidents who was the buyer of diamonds. I knocked on his door and told him I wanted to see him on a matter of policy. He clicked the electric buzzer which released the door latch. "There's something radically wrong with your store psychology," I stated bluntly. "How far it extends I can't say, but you ought to know about it." Then I related the hand mirror incident. He pushed his tray of diamonds aside and listened intently. "If that attitude of mind gets a foothold in the store," I told him, "you know what will happen. You have thousands of dollars tied up in expensive merchandise and in charge of a man who thinks of his own pocketbook every time he quotes a price. He has no vision." "I'll look into it," he said. "Suppose you come back tomorrow." I told him I would unless it so happened that I closed with Ross' that afternoon.

Where Price Fades Out

IT was purely a matter, as you see, of meeting the psychology of the store. If I had tried to pull the conventional arguments on the buyer, I would have argued myself right out of the front door. But the vice president was quick to see that if his clerks ever got the habit of assuming that a customer wasn't able and willing to pay for the very finest quality, they would begin to show the lower priced goods first, and the prestige of the store would suffer, especially in the minds of the clientele that were considered most desirable. I mean the exclusive, moneyed people, to whom price means relatively little in comparison with the opportunity to select outstanding quality and design, or to solve the problem of finding something that will be appreciated by someone who already has everything.

As I have said, the salesman who is really successful in this particular market must be able to inspire the confidence of his customers, and must maintain confidential relations with them, to an extent that is seldom necessary or even advisable in connection with specialty lines. This is evident, at least by inference, in the incident referred to above. The specialty salesman who tried going over a buyer's head in that open fashion, and who presumed in addition to read the boss a lecture on the policy of his business, would run considerable risk of being shot at sunrise, so far as future dealings with him were concerned. Nothing of the sort happened with me, however, as I made the sale to Swan's buyer next morning, and continued cordial relations with him for a number of years after that.

The Service Angle

LATER, when I was transferred to the sterling silverware division as salesman and later as district manager, first in one eastern city and then in New York, I had occasion a number of times to verify my own experience. The highly trained specialty salesman, for example, that I put on at the urgent request of one of the company vice presidents, scored the first failure of his really impressive career when he went up against this particular class of trade. He found himself continually faced with problems which he could not answer, because they were unconventional, but most of which were simply A B C to the young chaps of infinitely less technical selling training, who had spent a year or so in the New York salesroom, in daily contact with the goods and with the buyers.

"Service" is a word so overworked that I hesitate to use it, but the selling job in connection with trade of this class is in reality a service proposition. During the ten years that I spent in Philadelphia, for example, practically every bit of correspondence with the office or the factory not only went through my office, but was handled entirely by my assistant or myself. Scarcely a day went

by, with the exception of my regular trips to Baltimore and Washington, when I was not in the store of every one of our Philadelphia customers, and if I did not have a specific errand when I went in, I had one when I came out. It might mean a consultation with anywhere from one to half a dozen individuals, for the clerks in stores of this character are a fruitful source of business. They interview the customers of the store face to face, they know what the customers are looking for or what they are susceptible to, and the manufacturer's representative who cultivates the clerks will get dozens and scores of opportunities for real business, that the salesman who "high-hats" them will not get. That is providing, of course, that the salesman can get the privilege of the floor at all. In a great many stores of this character, salesmen do not have such a privilege as a rule, but must go to the buyer's waiting-room through a side entrance. It comes back, you see, to that matter of being able to inspire the confidence of the store, which I would put first in the list of qualifications for a really successful salesman in this line.

Qualifications for Selling

ANOTHER qualification that belongs high on the list is sufficient versatility to enable the salesman to handle selling problems that are entirely outside of the regular routine. He must know his line of goods from the ground up, as a matter of course, and he must know how to handle his goods, but he must also be prepared to tackle the propositions that are continually coming up where the customer needs help on something special.

As an example of the sort of thing I mean, I can cite one of the biggest sales I "almost made." The Providence factory told me over the 'phone that they had received a wire from a jeweler in a certain city, asking what we could supply for \$25,000. The telegram was cryptic, and I thought I had better go down and see about it. No details being available either in New York or

(Continued on page 854)

62 years
of success



*The mill which Mr. WILLIAM CARTER, SR.,
built in 1867 when his business had outgrown
the kitchen of his home in which it started*

in following fickle fashion

NOT long before the Civil War a sturdy Englishman came to Boston. In his native country he had learned the art of knitting.

Fashions in underwear then ran to garments which now seem strange to us. And yet from the very start William Carter seemed to have the intuitive fashion sense which his difficult business required. After a few years he founded The William Carter Company.

From this very small start the present great mills of the modern William Carter Company sprang.

During every one of the sixty-two years of the company's existence its product has followed intelligently and shrewdly every fashion change.

In making superior blends of wool, cotton and, lately, rayon, the fame of William Carter and his sons, William H. Carter and Horace A. Carter, grew nation-wide in the knitting trades. The genius of these men in designing and manufacturing smart and beautiful modern underwear

has been complimented by the greatest Parisian Couturiers.

Nor has merchandising skill been neglected.

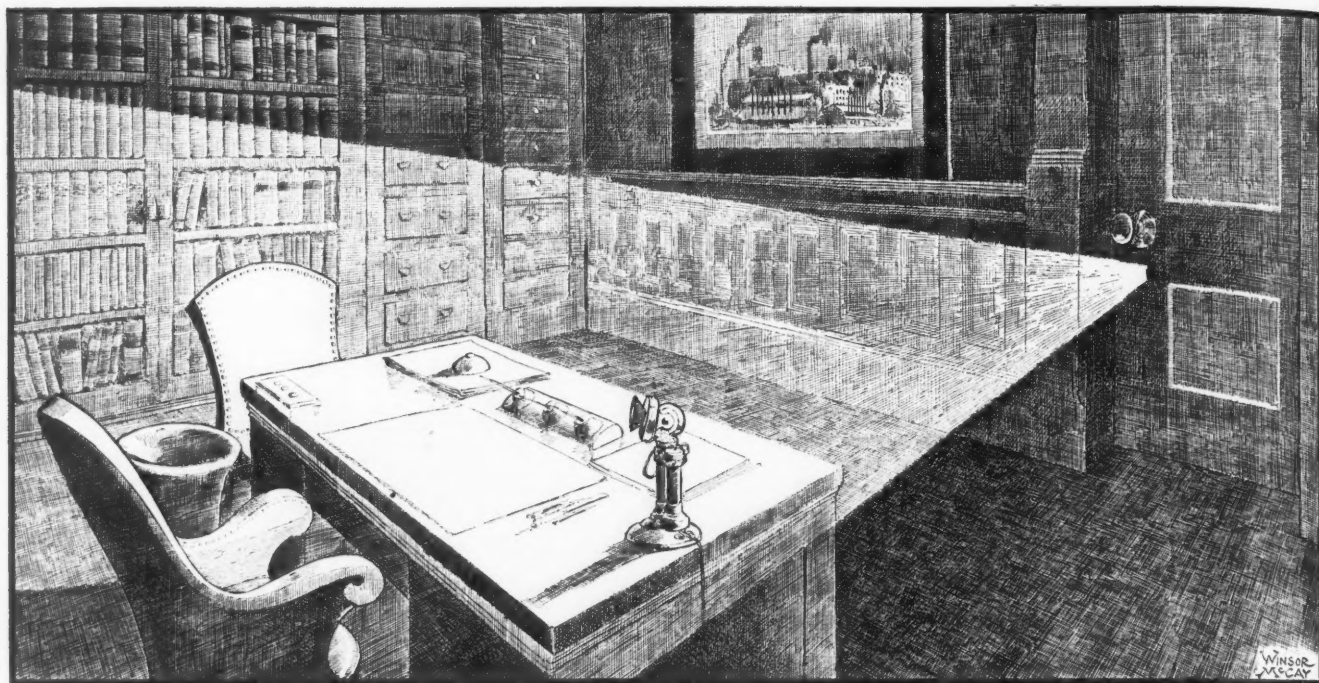
In 1897—long before direct selling was at all widely considered by the textile industries—The William Carter Company began selling direct to the retail trade. In the decade from 1899 to 1909 their business increased more than 600%. Since then their growth has been even more pronounced.

Today no underwear manufacturer can claim so high a standing with the stores in the great cities where fashion has its origin. And it is entirely probable that no other manufacturer in the whole garment field has been so consistently successful in following the shifting vagaries of fashion.

In 1913 the J. WALTER THOMPSON COMPANY was appointed as the advertising agency for The William Carter Company and for fourteen years has served in this capacity.

J. WALTER THOMPSON COMPANY
NEW YORK CHICAGO BOSTON
CINCINNATI SAN FRANCISCO LONDON

"...SELL IT IN THE ALL-DAY HOME NEWSPAPER"



"It penetrates-like daylight"

CLOSE all the shutters. Pull down all the shades. You can't keep out daylight. It penetrates the keyhole.

Nothing is more penetrating . . . more covering than daylight.

The Sunday New York American penetrates into every corner of America's richest market . . . compared with other standard New York newspapers, it gives daylight-coverage.

It takes an army of readers to dominate New York. The Sunday New York American alone enlists such an army. With daylight-coverage you can dominate this great demand-center with *volume-demand-creating force*.

Here are tens of millions wanting everything—with the money to buy everything.

They are eagerly on the outlook among advertisements for new and better things—the first to buy them—the first to boast about them to their neighbors—no one's dust for them!

They make a bee-line to the big stores and the little stores. New York salesrooms of automobile and household engineering manufacturers are their Mecca. Frequently they drop into the drug store. Daily they telephone the local grocery. Advertising tells them where to go—what to order.

Remember! This is the great demand-center—producing comparatively little, requiring everything—where earth is too costly to "tickle with a hoe until she laughs with a harvest," where packaged goods are the props of life, where apparel often survives as short a season as does a man's straw hat, where oil burners and electrical refrigeration are the next purchases on the home list, where being without a washing machine is like being without a

telephone, and where women read newspaper advertising as if it were a bill of fare.

Such millions can be reached, can be influenced, can be dominated, but not by low-voltage circulations.

Domination requires **FULL POWER**. These millions select the Sunday American exactly as they select the better values in merchandise. They willingly pay 10 cents for it—50 per cent more than for other Sunday newspapers—because it is worth more. Quality! Quality with money ready! Buying quality in huge numbers.

The Sunday New York American alone provides **FULL POWER**—the penetrating full reach of daylight-coverage.

Its 1,120,022 homes break down into supreme figures in every district.

Its 772,747 in **Metropolitan New York** form the greatest standard Metropolitan circulation in America—morning, evening or Sunday.

Its 283,807 in **The Golden Suburbs** show its **PENETRATING SUPERIORITY**—equal to more than all three other standard Sunday newspapers combined—more than all standard week-day morning newspapers combined—more than all standard week-day evening newspapers combined.

In **Westchester, Suffolk and Nassau**, the three wealthiest quality-buying counties in America, it gets into as many homes as its next two standard competitors added together.

And this great army of readers on Sunday. When most families read one newspaper all day long—morning, noon and night.

In one newspaper at one cost on the one best day!

Sunday New York American

"The Backbone of New York Advertising"

New York, 1834 Broadway

Boston, 5 Winthrop Square

Chicago, 35 East Wacker Drive

San Francisco, Monadnock Bldg.

A Producers' Club Whose Members Sold \$70,000 Each Last Year

LAST year less than a thousand salesmen alone were responsible for sales of over seventy million dollars worth of Dodge Brothers passenger cars and Graham Brothers trucks. These men, the crack salesmen of the Dodge Brothers organization, averaged a volume of considerably more than \$70,000 each.

To serve the two-fold purpose of rewarding them for last year's work and to encourage them in keeping up the same pace during 1927, Dodge Brothers early this year organized them into a group known as "The Producers' Club."

These club members are those retail salesmen who had devoted at least a year of service to the sale of Dodge Brothers and Graham Brothers products and whose sales in 1926 were large enough to entitle them to 50 points. Under the company's system of awarding credit, a passenger car sale counts one point and a truck sale two points, with commercial cars counted as trucks.

The Club Itself

WITH less than a thousand constituting the nucleus of the club, plans are laid for extending it to new salesmen, to salesmen who worked all of last year but who did not sell enough cars to qualify and to salesmen whose continuous service with a Dodge Brothers dealer has not quite reached a year. As soon as a salesman has been selling these cars for a year he is eligible to membership provided his total reaches 50 points.

Occasionally, salesmen accumulate their 50 points before the end of their first year. In this case, however, they cannot become members of the club until the year is completed. This requirement has the effect of keeping them in their dealers' organizations and of holding their interest in selling Dodge products.

Since the club is made up of

The Dodge Brothers Plan for Encouraging and Rewarding Consistently Good Work Among Retail Auto and Truck Salesmen

four separate divisions—one for 50 points, another for 75 points, a third for 100 points and the highest for 125 points—it stimulates them too, to qualify for one of the higher divisions when they are first made members.

The mark of distinction for a member of the Producers' Club is a lapel badge, or pin, with numerals in the center to indicate the years its wearer has been selling Dodge cars. The color of the numeral is determined by the salesman's rank. If he belongs to the 50-point division, the color is light green; if it is the 75-point division, it is white; for the 100-point division, it is blue, and for the 125-or-more-point division, it is red. A salesman wearing in his lapel, for example, a button with the numeral "5" lettered in white, has been a Dodge salesman for five years and this year is a member of the 75-point division.

Purpose and Results

SO much for the actual organization. The purpose and results of the Producers' Club may be best expressed by the statement of Sedley Brown, director of advertising of Dodge Brothers, Inc., that company officials believe their organization is one of the finest of such groups in the industry. "We believe that the sale of \$70,925,000 in 1926 by the Producers' Club's less than a thousand members proves them worthy of that name," he says.

"The purpose of the club is to form a tie between the retail salesman and the factory and to encourage him to work harder for his dealer. In addition, we have inspired the salesman to work his way to a higher division and to 'stick' to his dealer. As a calendar year is necessary in qualifying,

the young salesman is stimulated to stay with his dealer instead of roaming into other fields.

"Each month we devote one page in *The Dotted Line*, our house

organ, to promote the Producers' Club. This is circulated throughout our dealer organization as part of a campaign we are conducting for providing salesmen with sales ammunition. Our dealers have all commented on the good work the club is doing and we have direct knowledge from the salesmen themselves that they are extremely interested in and enthusiastic over the organization.

Executive Division

AS a matter of fact, the interest of our dealers and their sales managers in the club has led to the formation of an Executive Member Section. This division is composed of dealers and sales managers who were formerly retail salesmen and who, during a single year of their active sales careers, rang up the necessary 50 points or better. We want it understood that this executive section is not honorary. The executive members earned their rank just as the active members of today are earning theirs. They are qualified, however, on the basis of their best single year rather than their last year of active selling and their ratings do not change, but remain at their highest mark. That is the only respect in which they differ from the active men, who may sink or rise from a higher or lower group dependent on their sales.

"Another interesting point in connection with this club is that there are more men in the red division than in the blue one. That means that more salesmen have sold enough to qualify for the 125-point group than the 100-point group. At one stage of the organization, when we had a total of 865 members, 124 of them were in the 125-point division;

85 in the 100-point division; 212 in the 75-point division and 444 in the 50-point division. The highest group was 46 per cent ahead of the next highest. The reason for this, we feel, is one of the strongest features in connection with the club. It means that the star salesmen, the men who would have averaged a little better than 100 points anyway, are pushing ahead to win the very highest honor. They have been stimulated not to stop until they have produced their maximum sales volume.

"The roster of the Producers' Club shows twenty-four men who

have been selling Dodge Brothers products since the first car came off the line in November, 1914. Practically all these twelve-year men have qualified in the 125-point division. The fourth year men have the largest representation in the division, while most of the 75-point men are in their second year. These comparative standings help us to impress upon the men that the longer they stay with their dealers, the higher will be their rank and their earnings. The present year and the coming year will add greatly to the strength of our Producers' Club," Mr. Brown concluded.

How Squibb's Planned Their Price-Cutting Battle

READERS of SALES MANAGEMENT will doubtless remember the battle between the Owl Drug Company and E. R. Squibb & Sons, over the issue of price-cutting. The methods adopted by the manufacturer in this instance were novel, but so effective that after ten months of contest the price warfare not only ceased, but the parties resumed amicable relations. In two or three instances the same tactics have been successfully applied to other price-cutters, not chain stores.

The general outline of the plan has been presented in SALES MANAGEMENT but the actual mechanics of it have not so far been published. At the recent Annual Meeting of the A. N. A., however, R. D. Keim, sales manager of E. R. Squibb & Sons, gave the following outline of the procedure. As this was released for publication, and was prepared in conjunction with the company's legal counsel, it may be accepted as authoritative, and as least reasonably safe from the standpoint of legal requirements:

"First: a special offer was prepared, of which any dealer to whom it was presented could avail himself. The terms of this offer permitted the dealer to meet or cut below the prices quoted by the chains on any of the manufacturer's products.

"The manufacturer agrees, under the terms of this special offer, to enable the dealer to make a certain percentage of profit regardless of the price at which he sold the manufacturer's products, provided the dealer agrees to sell only at retail to the consuming public, but without entering into any agreement or understanding as to the prices at which the retail dealer would choose to resell the manufacturer's products.

"Second: a selected list of retail dealers was prepared, to whom only this special offer was submitted. These dealers were selected for their location as being nearest to the individual stores conducted by the chain.

"Third: all other dealers in every locality where this special offer was put into effect were personally interviewed, and the plan was fully explained to them and their moral support solicited, without requesting from them any agreement or understanding whatsoever in regard to the resale of the manufacturer's products.

"Fourth: adequate publicity was prepared and sent nation-wide to all retail and wholesale distributors of the manufacturer, giving complete information as to the cause of the unfortunate controversy that had arisen between the manufacturer and the chain.

"Fifth: representatives of the manufacturer were required to take an initial inventory of each selected retailer's stock of the manufacturer's products, and thereafter such monthly physical inventories were regularly taken by representatives.

Plan Is Legally Sound

"Sixth: the manufacturer promptly paid in cash to all selected dealers the profit due them under the terms of the special offer, on receipt of such monthly inventory reports and statements signed by the dealer regarding sales he had made and at what prices they were made. Such statements were countersigned and therefore certified by the firm's representatives.

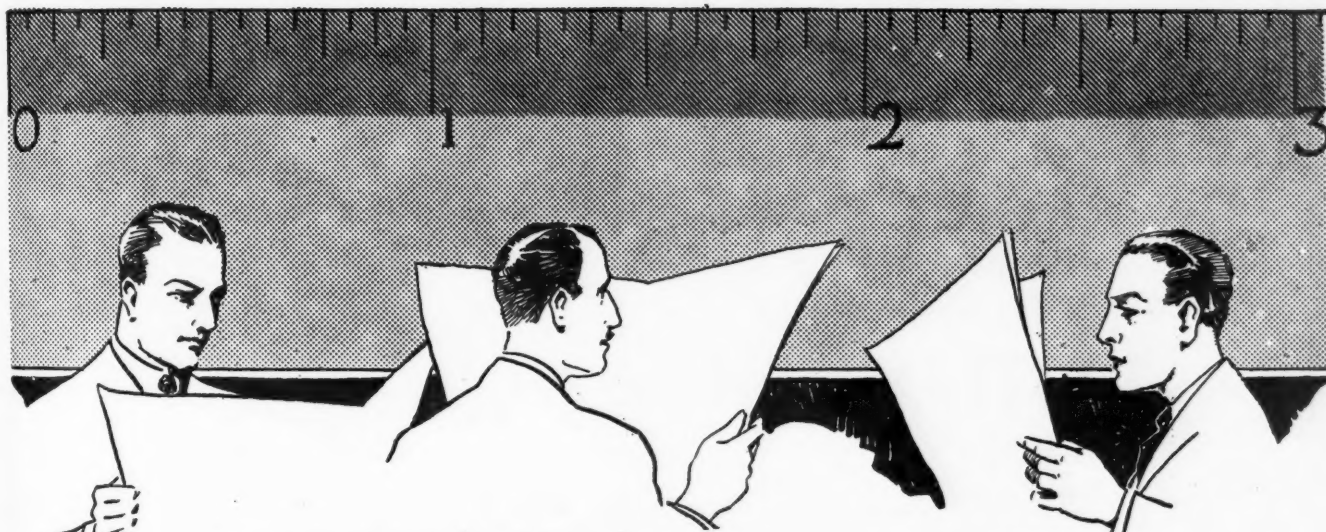
"This unfortunate controversy lasted for ten months and at one period the chain store organization sold at one cent per package one of the manufacturer's products which regularly sells at 40 cents per package.

"You gentlemen can readily visualize what happened when this news was flashed over the country to the retail and wholesale trade, and also what a merry time was had by all while this special one cent sale, if I can dignify it as such, was going on in certain cities with selected retailers meeting the price of the chain store and other retailers sending their friends and relatives out to buy stocks at the bargain price.

"This 'Special' however, did not last long, for soon those who started it were out of stock, even with a limit of one package to a customer."

Obviously enough, the method outlined will cost a little money, and a good deal of carefully directed effort. But it is open to adaptation by any manufacturer who is sincerely in earnest in the belief that predatory price-cutting is a detriment to sound business, and since it has been passed upon both by the Department of Justice and members of the Federal Trade Commission, there is small doubt as to its legality. Also and furthermore, it is practical; which is considerably more than can be said about the annual maneuvers on behalf of the Kelly Bill.

Let the judgement of Portland merchants *be your 'measuring stick'*



In determining the variance in value of advertising in the different newspapers of any city, the preference of the heaviest local advertisers is the safest criterion by which to judge.

Department stores, although they are the greatest buyers, are the most careful in space placing. Let their judgement aid you in measuring Portland newspaper values.

The Journal, greatest in circulation in the Portland area, has held the lead for six consecutive years

in department store advertising!

The leading local specialty merchants of any modern city must know their market and how best to reach it. Draw your conclusion from results of their experience.

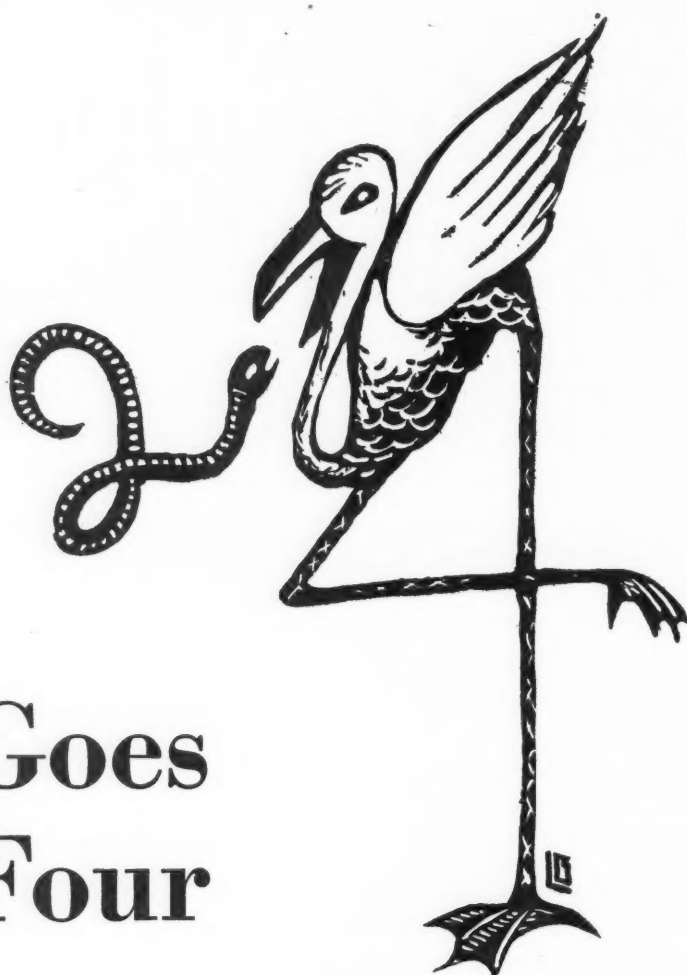
The Journal is the choice of Portland's leading specialty merchants—solely because it dominates the Portland market.

Food advertisers who must reach the homes, place the large bulk of their advertising in the *Journal*.

The JOURNAL Portland, Oregon

BENJAMIN & KENTNOR COMPANY "Special Representatives"
CHICAGO NEW YORK LOS ANGELES SAN FRANCISCO PHILADELPHIA
Lake State B'k Bldg. 2 W. 45th Street 401 Van Nuys Bldg. 58 Sutter Street 1524 Chestnut Street

The largest afternoon newspaper in the Pacific Northwest!



Two Goes Into Four

THE problem is absurdly simple . . . in fact no problem at all. Chicago has a four million trading area . . . and only two MORNING newspapers. Those two newspapers cover it . . . as thoroughly . . . as effectively . . . as productively . . . as sunshine floods a field. And it's the only certain way to reach all of Chicago's prodigious morning market. The Herald and Examiner is one of these morning newspapers. It's the complementary part of this coverage plan.

THE CHICAGO HERALD AND EXAMINER

September Averages: Daily, 447,490; Sunday, 1,092,429

National Advertising Manager—J. T. McGIVERAN, JR.

EUCLID M. COVINGTON
285 Madison Ave., New York

T. C. HOFFMEYER
Monadnock Building, San Francisco

Clever Sales Management One of the Secrets of Movie Popularity

PERHAPS in no field is there a better demonstration of the value of good salesmanship than in the present supremacy of the moving picture theaters over the so-called legitimate theater.

Almost everybody agrees that the average moving picture is dull and rather stupid entertainment. Here and there we find a good picture, excellently directed and well photographed. But the great majority of moving pictures are commonplace.

Nevertheless the moving picture has constantly risen in popularity, while the musical comedy and dramatic theaters have been reduced to a mere handful, and nowhere save in a few of the larger cities in the East and central West, can a dramatic attraction or musical comedy count on profitable box office returns.

The Decline of the "Road"

The "road" has almost disappeared, although each year the theatrical journals hopefully predict the return of the "road" as a profitable field for the legitimate attractions.

The once-proud and haughty owners of coast to coast chains of legitimate theaters have seen their holdings dwindle to nothing and have lived to see two once-ridiculed boys from Syracuse gain control of virtually all of the important theatrical bookings left in the country.

Vaudeville, until recently, mighty and inordinately profitable, has lived to see the great chains of theaters presenting vaudeville make one concession after another to the lowly moving picture, which only a few years ago was exhibited in abandoned store buildings, where the audience sat on pine boards laid across beer kegs.

Today, as everybody knows, the moving picture theaters are the most palatial buildings in

What Commercial Sales Executives Can Learn from the Downfall of "Legitimate" Theaters and the Supremacy of the "Movies"

By EUGENE WHITMORE

America. Bad taste in moving picture architecture runs riot, yet a mere million dollar theater, even in the small towns, no longer excites any comment. A moving

A \$50,000,000 Business In Need of a Good Advertising Agent

ROUGHLY estimating the average weekly intake of a "legitimate" theater at \$5,000 a week for 40 weeks a year, and counting only 125 theaters in the entire country (there are really more), the dramatic and musical comedy branches of the theatrical business gross \$50,000,000 a season.

Yet their advertising has shown little, if any, improvement in twenty years. Their sales methods are similar to those employed when high-wheeled bicycles were the rage.

The type of advertising and merchandising brains which have made us all "Say It with Flowers," drink orange juice, and count our vitamins, would revive the theatrical business in a few seasons. Such advertising men would put a stop to wild claims, discourtesy, and overcharging, and inject into theatrical advertising the same sales appeal they have put into advertisements for tooth paste, yeast, flowers, laundries and moving pictures. Hackneyed phraseology such as "Bevy of Beauties," "Broadway's Biggest Hit" and "Klever, Klassy Komedy," would disappear from the face of the earth forever.

picture theater must cost several millions to get any notice at all. Meanwhile the legitimate theaters are falling into decay. Many of them actually smell as though they belonged in a part of pack-into town.

Legitimate theater managers bewail the supremacy of the movies and attribute movie pros-

perity to the public's bad taste, and craze for low-priced entertainment.

However, the legitimate managers are wrong in their size-up of the situation. Moving pictures did not "kill" the dramatic and musical comedy business.

Nor did they kill vaudeville. The legitimate theatrical men and the vaudeville men killed their own business. After they killed it the moving picture industry came along and offered something to the amusement-starved public and the public took it.

Sales management was, and is, largely responsible for the supremacy of the movies. Lack of sales management killed the legitimate theater and the vaudeville theater as an important factor in the amusement of the nation.

"And what has sales management to do with the theatrical business?" somebody asks.

Why the Movies Progress

The answer is just this: the old time theatrical men in charge of the dramatic and musical comedy houses never learned the simple art of common courtesy, let alone some of the fundamentals of salesmanship. Go into a so-called legitimate theater and you are almost certain to be treated rudely by someone—a snippy, officious underling in a box office, a billposter in a dinner jacket who presides over the front door and grabs the tickets out of your hand, or an ill-mannered hat check boy, whose talents fit him better for panhandling or snow-shoveling than serving a crowd of ladies and gentlemen.

Go into a moving picture theater. You are treated as a visiting potentate. An intelligent ticket-taker, whose hands and neck are clean, takes your tickets. He says, "Thank you." An usher then gently guides you to a nearby entrance, showing evidence of

training at all times which would be a credit to a West Pointer.

If you check a package or a coat, the attendant acts as though it were a genuine pleasure to serve you, and makes no subtle suggestion that you are a boob and an apple-knocker in case you do not tip.

It is always possible to buy tickets for a moving picture theater at the box office. In the eyes and minds of the public a box office is a place where money can be exchanged for tickets. However, the theatrical managers of America seem to entertain an entirely different notion. Why they put box-offices in the average theater is somewhat of a mystery. Go there with money in your hand and you are more than likely to encounter a sneering gesture and a mumbling from the man inside the office to the effect that the house is sold out and tickets may be obtained only in the thirteenth row. In the lobby some shifty-eyed individual informs you that he has a pair of tickets in the third row center, which can be had for a couple of dollars advance over the alleged box-office price.

Lack of Courtesy

IF you have a preference as to where you desire to sit in a legitimate theater, the box-office attendant, if he disdains to take your money, makes a point of ignoring your wishes, and gives you seats wherever his fancy dictates. You may take them or leave them. He is quite unconcerned.

Like every other big institution, or series of institutions, the moving picture industry has learned how to please the public by making the public feel that its patronage is appreciated. That it is possible for the Pullman Company, many of the railroads, and nearly all of the big moving picture chains to train their employees to show courtesy to the public, is almost positive proof of the stupidity of the men at the head of the old time theaters who have made such a signal failure in teaching their flunkies to treat the public with the courtesy which common decency demands of any organization receiving

money from the general public.

Once upon a time we expected discourtesy from all big organizations. You went to pay your gas bill, and were insulted. You asked a question at the information desk in a railroad station and you got a snappy answer, which made the crowd laugh, but made you furious. In those dark days nobody bothered to be courteous.

How Business Is Lost

BUT the railroads, oil companies and the public utility companies gradually learned how to treat the public. The theater men, graduating from jobs as bill-posters and circus roustabouts were unable to learn. They already knew everything, so why bother to learn anything from railroads, or other well managed enterprises. And in failing to learn these few fundamentals they alienated the vast majority of the public that once filled their purses with fat profits. Now they are spending their time declaring that the rise in the cost of scenery, royalties, electricity, the rise in the cost of railroad tickets, baggage rates and in actors' and stagehands' salaries has put them out of business. But while they bewail these rising costs, other industries have met the rising costs (which have been equally large), and through good salesmanship, have built their enterprises to hitherto unheard of strength.

Half a dozen real sales managers could bring the theatrical business back to its once proud state. And it wouldn't require twenty years to do it either. Honest advertising, honest productions, abandonment of the old claim, "New York cast," for the dingy road shows, and a little moving picture courtesy plus intelligent management, would do it in three seasons.

Here's a job for a big man. Perhaps he is an advertising agent, a moving picture sales manager, or a public relations director who doesn't think of his job exclusively in terms of weird stunts designed to land pictures on the front page of the tabloids.

If any one doubts this let him study the methods of "Sport"

Herman, manager of the Cort Theater in Chicago. With a small theater, plus courtesy, minus hornswoggling at the box office, Mr. Herman has built up a clientele for his theater which keeps it open on a profitable basis for almost the entire fifty-two weeks of each year, as compared with the spasmodic profits of the other Chicago theaters for periods ranging from thirty to forty weeks a year.

TO FURNISH MORE EXPORT DATA

AN expansion of the Government services in aid of parts, accessory and service equipment manufacturers will be effective in 1928. Additional classifications of these products sold abroad will be made and more thorough information in connection with foreign markets will be developed.

In addition, the Department of Commerce will set up a similar compilation for paint spray equipment in the industrial machinery group. The Automotive Division will undertake, through representatives abroad, to assemble and publish, for the benefit of automotive manufacturers, more detailed information regarding conditions and opportunities in foreign markets for parts, accessory and shop equipment business.

CHEVROLET SALES INCREASE

THE Chevrolet Motor Car Company recently issued a report showing a sale of 112,064 cars for October as compared with 50,747 in October of last year. This advances the sale of Chevrolet cars to more than 900,000 for the year to date, which is an indication that they will no doubt succeed in making 1927 a million car year as predicted in January.

October was the largest retail month in Chevrolet's history. In addition to that, Chevrolet dealers report that increases in used car stocks are very small because of a correspondingly large movement of used cars at retail along with the new cars.

Just Another Satisfied Customer



Tomato Products Company

PAOLI INDIANA

The Times-Picayune,
New Orleans, La.

October 14, 1927.

Gentlemen:-

You will no doubt remember the conversation you had with the writer before Tomato Products Company commenced the advertising in the Times-Picayune. It is a pleasure to tell you now that the expenditure has been more than justified, and we intend to continue the use of this medium of sales promotion.

Not only has the publicity been of benefit to our own brand, Orleans Tomato Paste, but it is without doubt, assisting in the educating of the public to demand better quality in food products. If there is any one factor which is most inimical to the best interest of consumer, distributor and producer, it is the tendency to offer inferior material at a cheap price with the hope that the consumer will be influenced thereby to regard it as a bargain.

We believe, and with your help we are proving it every day, that though an article sells for only a nickel, it should be the very best that can be produced for five cents.

Very truly yours,
TOMATO PRODUCTS COMPANY,

Per *Oliver J. Gossamer*

OG:MR
Dict. 10/13/27.

Far be it from us to take in too much territory
BUT *The Times-Picayune* has MORE satisfied
customers than any other Southern newspaper.

The Times-Picayune

IN NEW ORLEANS

92,157 Daily

128,689 Sunday

Member 100,000 Group of American Cities, Inc.

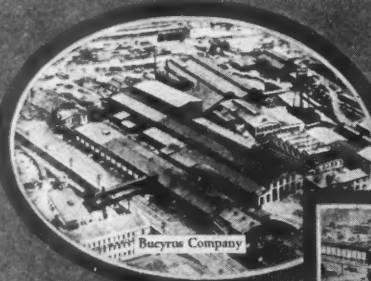
Member Associated Press

Representatives:

CONE, ROTHENBURG AND NOEE, INC.

Pacific Coast Representatives:

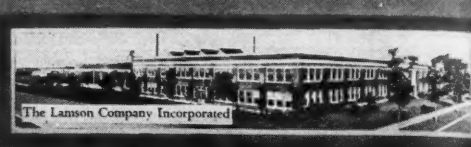
R. J. BIDWELL CO.



Bucyrus Company



The Atlas Car & Mfg. Co.



The Lamson Company Incorporated



The Wellman-Seaver-Morgan Company



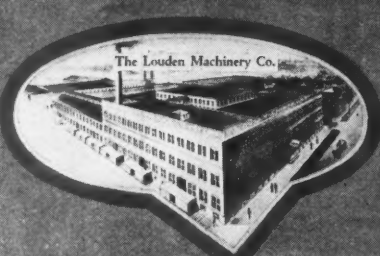
Gifford-Wood Co.



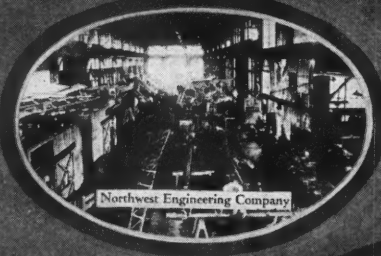
Chain Belt Company



Industrial Works



The Loudon Machinery Co.



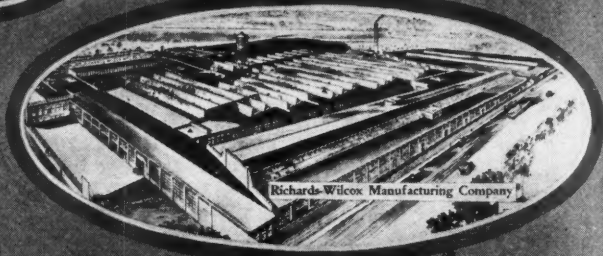
Northwest Engineering Company



The Baker-Raulang Company



The Marion Steam Shovel Co.



Richards-Wilcox Manufacturing Company



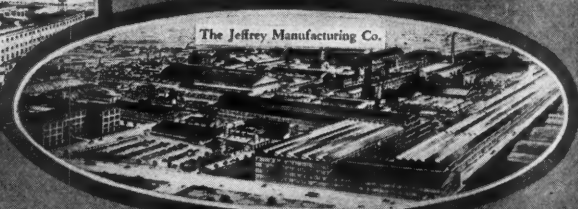
Whiting Corporation



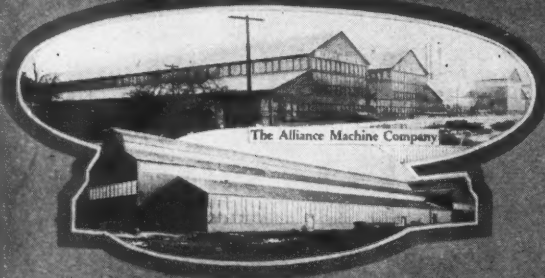
The McMyler-Interstate Company



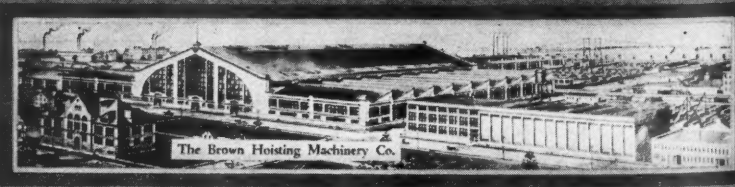
Harnischfeger Corporation



The Jeffrey Manufacturing Co.



The Alliance Machine Company



The Brown Hoisting Machinery Co.

Q

In the metal trades as in many other branches of industry the problem of material handling is often a considerable factor in total production cost. So while they serve many industries the

manufacturers of material handling equipment belong definitely within the metal trades and form an important group of Iron Agesubscribers. A few typical subscribing plants are illustrated here.



When the Shakespeare Club of Indianola, Iowa, begins to study "Your Money's Worth," one of the latest books to indulge in the season's popular sport of swatting advertising, advertisers may know that their last frontier is under fire.

Personally-Conducted Tours Behind the Scenes of Advertising

ADVERTISING men generally — those who went to the trouble of giving it a thought at all — have been inclined to deprecate the assault Messrs. Stuart Chase and F. J.

Schlink launched against national advertising in their book, "Your Money's Worth." Airily, and with a disdainful wave of the hand, they dismissed it as unimportant. "Nobody except a bunch of other belly-achers will read it anyway," they said.

Their judgment on the influence of this particular piece of literature, however, has proved too sanguine. Two incidents, trivial in themselves but foreboding enough, nevertheless, to cast a long shadow when regarded as typical cases, may cause advertisers to view the situation with less complacency, more alarm.

Word comes from the fastnesses of Indianola, Iowa, that "Your Money's Worth" is on the required reading list of the

Even Churches and Women's Clubs Are Being Taught to Discredit What They See in the Advertisements

By ALLAN R. BARKLEY

Shakespeare Club of that community. This list of books, prepared by the village librarian, includes the select few considered of greatest significance to the clubwomen of the town, now that the complete works of William Shakespeare himself have been long since exhausted. At any rate, several dozen women will have occasion to get the so-called inside story of national advertising when "Your Money's Worth" is reviewed at one of their meetings.

Of course, the scattering of seeds of distrust and suspicion against advertising among a few housewives of Indianola, Iowa, is scarcely of sufficient weight, by itself, to bring many sleepless nights to the advertiser, but

multiply it by hundreds of other towns of the same size, state of mind and buying habits, and it is entirely probable that their combined purchases of nationally-advertised merchandise

will represent a volume which few advertisers can afford to lose.

Indianola, it may be said by way of identification, is a small college town, boasting a population of some 3,000 souls and lying a few miles south of Des Moines. It is little different, so far as its tastes in clothing, tooth brushes, canned goods, kitchen utensils and books are concerned, from hundreds of others scattered all the way from New Hampshire to Oregon. If a book is found in circulation there, it may just as well be read — and probably is, for that matter — in its many counterparts. Once these towns, strongholds of branded merchandise, become prejudiced against a product, as they may very well do after reading what the

Messrs. Chase and Schlink say about it, the manufacturer of that product will find their antagonism hard to explain away.

Exhibit B was located in Evanston, Illinois, a suburb along Chicago's famous "north shore." While Evanston has a population of 50,000 or so in its own merits, the majority of its wage earners work in Chicago.

Every Saturday one of the largest churches in Evanston distributes a four-page bulletin to its 1,500 or 2,000 members. A regular feature is a one-column book review, and for October 8 the book selected was the same "Your Money's Worth" the women are reading out in Indianola. Why it was picked for publication in a church bulletin, of all things, I cannot say—and neither can I say in how many other church bulletins over the country are similar reviews being published. The likelihood is just as strong in Boston, Atlanta, St. Louis or Seattle as in Evanston.

The Church Review

WHAT people are having brought to their attention about these tirades against advertising and trade-marked merchandising is quite flattering, too. As a sample of what they are being told, the ringing message from Evanston is interesting:

Were it not for the suggestions made in the summary of "Your Money's Worth" the consumer would feel tempted to practise Gandhi's doctrine of every man his own manufacturer and middleman. The authors have gathered a mass of facts which reveal the discrepancy between the cost and the selling price of many nationally known articles. Accordingly, these revelations create a well-founded distrust of modern trade methods, of psychologically convincing advertising, and of high-pressure salesmanship.

Not only have the authors presented illustrations of how the consumer is cajoled into paying far more than the honest value of the product, but they have treated their theme in a highly entertaining manner. Apt quotations from "Alice in Wonderland" picture the consumer as wandering in a bewildering maze of misrepresentation where he is at the mercy of skillful but unscrupulous salesmanship.

The solutions suggested are; impartial tests, specifications, and further progress in standardization such as that accomplished by the Federal Bureau of Standards (bless Hoover for that!), the "cease and desist" orders of the Federal Trade Commission, the investigations of the American Medical Association, and the findings of some of the great corporation laboratories. In short; "It is the consumer's move. — He can get his money's

worth if he is willing to organize to get it. The market always responds to organized pressure."

Every customer obtained through advertising represents a certain rather definite investment. As anyone acquainted with the mental processes of consumers has learned, a host of favorable impressions may be nullified by a single unfavorable one, whether it is justified or not. It is not comforting to advertisers, then, to think that customers who they have spent years in satisfying and pleasing may be turned from their goods on the strength of a few minutes' reading of reviews composed by people who insert, parenthetically, such pious, emotional and political phrases as "bless Hoover for that!" into their utterances.

True or Untrue?

THEIR discomfort is not lessened by the fact that the book itself is guilty of the identical practices it takes such pains to denounce. While charging advertising with boosting sales by "making fantastic and misleading claims," its authors boost it into the rank of best sellers by the use of statements falling within the same category—while deploring the tendency of advertisers to distribute harmful and ridiculous advice, they urge consumers to make their own insecticides, floor waxes, furniture polishes, cleaning compounds and fertilizer. While warning the public to keep ever alert for the well-known ulterior motive, or "joker," as it is called, they put across a cleverly conceived bit of press-agenting for the conscientious Federal Trade Commission, for the unselfish and impartial American Medical Association, for more and better government supervision, not to say government jobs, and, best of all, for their own book.

Still, this is not intended as another review of "Your Money's Worth" to be added to the hundreds that have gone before. In spite of its obvious inaccuracies, partisan propaganda and sweeping assertions unbacked by that scientific investigation it holds in such reverence, there is some justice to the charges it makes against advertising.

What does concern us, however, is the fact that the public has no basis for determining what is true and what is not true. Consequently, they swoop down upon it eagerly and devour it with relish. Already the MacMillan Company, which published "Your Money's Worth," is contemplating a third edition. A single order has gone out of the Chicago office for 15,000 volumes. It is included in the book list of the American Library Association, going to over 7,000 public libraries. Seldom, if ever, has a book of its type attained such wide popularity among general readers.

Public Curiosity

THE reason for its popularity is not hard to find. Everyone likes a peep behind the scenes. The more material of a sensational nature he sees there, the better he likes it. That is the reason the sight-seeing busses of New York's Bowery plant fake opium dens for the edification of out-of-town visitors, and that is why, too, such thoughtful critics of advertising as the Messrs. Chase and Schlink, Ralph Borsodi, Helen Woodward and Jesse Rainsford Sprague, resort to a few staged situations to give buyers of their literature their own "money's worth."

As has been intimated in these columns many times before, perhaps if advertisers would exercise a little more discretion about preventing so much comic relief from creeping into advertising, they wouldn't leave themselves quite so wide open for attacks. For example, within the last few weeks two communications have been received from subscribers who intimate that SALES MANAGEMENT should continue to expose certain evidences of fakery in advertising.

One of them, coming from a life insurance agent in Kansas City, enclosed a newspaper clipping telling about a woman who was suing Lever Brothers because they improvised a testimonial to Rinso soap and published it under her name without first consulting her about it. The

(Continued on page 888)

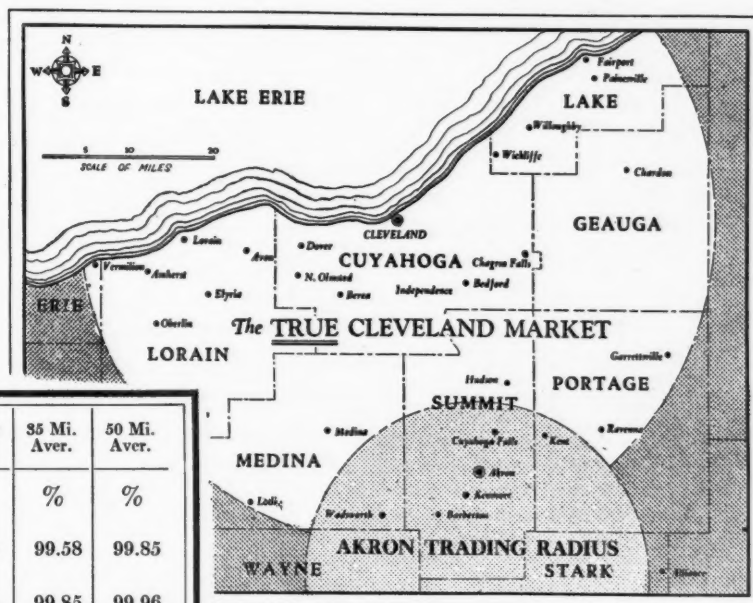
129 Local Merchants report 91.6% of their trade comes from GREATER CLEVELAND!



96.2% from within 25 miles!

98% from within 35 miles!

Only 2% beyond The
TRUE Cleveland Market!



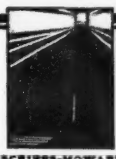
No. Stores Reporting	LOCAL	Greater Cleveland	25 Mi. Aver.	35 Mi. Aver.	50 Mi. Aver.
		%	%	%	%
12	Automobiles, tires and supplies.....	90.25	97.25	99.58	99.85
21	Clothing—				
	Men's and Women's	96.00	99.04	99.85	99.96
6	Department Stores	88.83	92.33	94.66	98.34
15	Electrical Equipment.....	94.60	99.60	99.96	100.00
9	Foods, Condiments and Beverages....	97.33	99.22	100.00	100.00
11	Furniture.....	93.00	96.36	98.73	100.00
15	Jewelry.....	94.60	97.16	98.72	99.99
12	Miscellaneous.....	89.66	97.25	99.25	99.92
7	Paints, Hardware and Lumber.....	86.85	93.14	93.42	95.29
11	Radio and Musical Instruments.....	91.90	95.55	97.00	97.68
10	Shoes—				
	Men's and Women's	85.20	92.30	96.90	98.70
129	TOTALS	91.65	96.29	98.00	99.06

IN the most comprehensive survey of its type ever made 129 Local Merchants go down on record with a statement that proves for all time that the *True Cleveland Market* is a limited area bounded by a 35-mile radius of Cleveland Public Square. Only 2% of their business comes from beyond this 35-mile radius.

The table at the left gives the results of this portion of a survey of 162 local merchants and distributors of national products. Signed questionnaires are on file at The Press. A complete printed report will be off the press by November 1st. Write for it.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
Cleveland • Detroit • San Francisco



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
Seattle • Los Angeles • Portland

CLEVELAND'S FIRST

ADVERTISING BUY

SALES MANAGEMENT, NOVEMBER 12, 1927 [847

Figures Dumb? Try Charts

THE chief executive of Nohas Brothers, New York City, found that the sales in four departments were badly out of balance—that 33 per cent of sales were made from department A, (negligees); 13 per cent from department B, (baby dresses); 24 per cent from department C, (beach robes), and 30 per cent from department D, (quilted bath robes).

An opportunity to increase the sales in departments A, B and C was not apparent but it was obvious that the sales in department D should be larger, as explained hereafter.

Weak Spots Revealed

No analysis of individual salesman's sales had been made at this time but the executive, realizing that salesman's effort is the source of total volume, determined to analyze the sales of two salesmen and compare the proportionate sales of each with the total average. He selected the sales of the two best men.

When the figures were handed to him they appeared as follows:

	Dept. A (Negligees) %	Dept. B (Baby Dresses) %	Dept. C (Beach Robes) %	Dept. D (Quilted Bath Robes) %
Total Sales	33	13	24	30
Salesman Number 1	33	18	28	21
Salesman Number 2	19	15	46	20

He at once observed that both of these salesmen were selling only about two-thirds of what they should sell of department D merchandise to equal the total average.

A little further figuring developed the fact that if salesmen numbers 1 and 2 could maintain their sales in departments where they equaled or exceeded the total average and bring their sales up to the total average in departments where they were low, salesman number 1 would increase his sales 9 per cent and salesman number 2, 19 per cent. This truly was an invitation worth considering, a mark worth shooting at, so it was decided to make an analysis of the sales of other

How One Chart Revealed Hidden Sales Possibilities

By J. J. BERLINER

Senior Member, National Accounting Systems

salesmen, traveling in analogous territory.

Reports were called for on nine salesmen's territories. The report when received look like this:

	Dept. A %	Dept. B %	Dept. C %	Dept. D %
Total Sales	33	13	24	30
Salesman Number 1	33	18	28	21
Salesman Number 2	19	15	46	20
Salesman Number 3	48	6	18	28
Salesman Number 4	48	10	16	26
Salesman Number 5	28	22	12	38
Salesman Number 6	14	10	16	60
Salesman Number 7	45	10	30	15
Salesman Number 8	28	12	24	36
Salesman Number 9	25	20	28	27

These figures were a revelation. They showed a lack of balance that was astounding, possibilities undreamed of. A composite of the work of the best salesmen in

each department indicated a possible increase of 76 per cent in the total business.

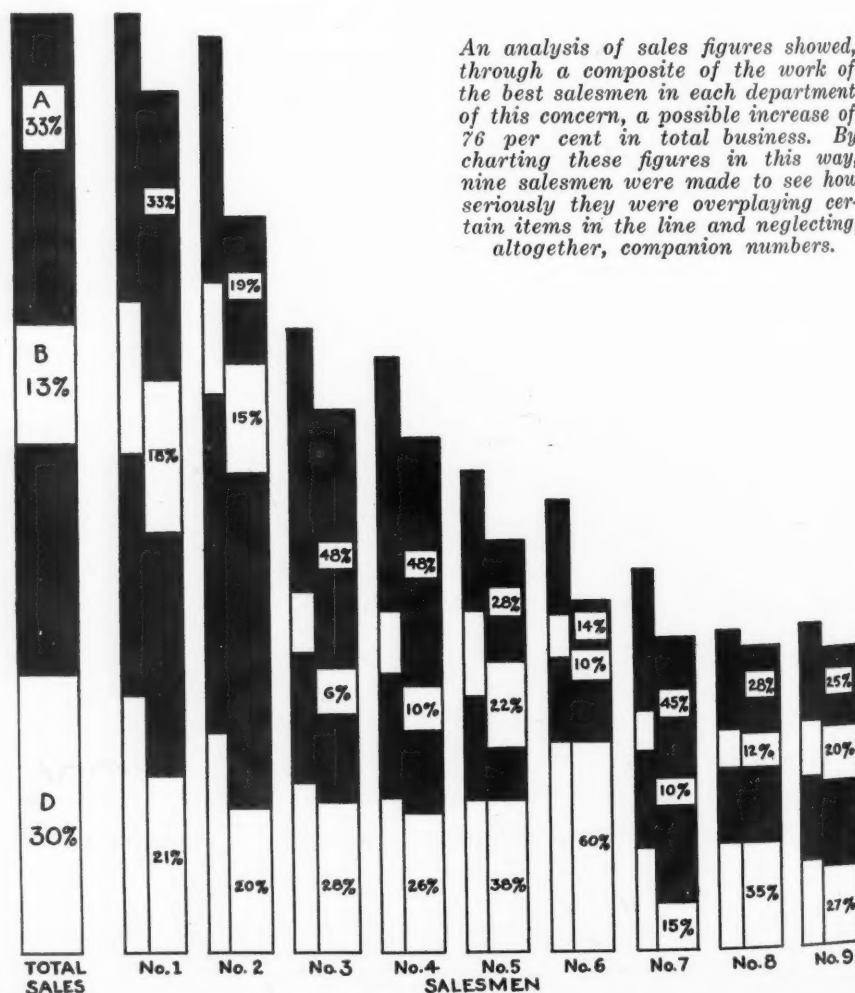
The question to be solved was how to make the problem clear to the nine salesmen who must be influenced.

As it was apparent that figures mean little to minds not trained to figures, it was decided to make a chart, graphically presenting the lack of balance in the various salesmen's sales. The enclosed chart was the result.

A careful study of this chart is worth while. The first column indicates percentage of total sales made in each of the four departments.

Columns 1 to 9 indicate sales of nine salesmen. The total sales column is not drawn to scale and indicates only percentage.

(Continued on page 902)



An analysis of sales figures showed, through a composite of the work of the best salesmen in each department of this concern, a possible increase of 76 per cent in total business. By charting these figures in this way, nine salesmen were made to see how seriously they were overplaying certain items in the line and neglecting, altogether, companion numbers.

Adventures in Retailing

4—Ladies' Ready-to-Wear

By J. R. Sprague



PRINTER and PHILOSOPHER

By Fred B. Barton

"Let us make business as clean and as enterprising and as interesting as possible. A business man can express the best that is in him just as well as can a poet."

BUSINESS

NOVEMBER 1927

172,812

COPIES



IN

THIS ISSUE.

That Distant, Little Debtor
By Charles R. Rosenberg

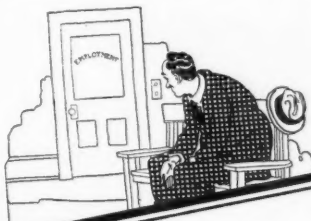
The Forest Lives On? By George W. Gray

Comete Abroad? Indeed We Can!
By C.C. Martin

VOL. 8, NO. 9 BUSINESS JUNE, 1927

Big Business and Opportunity

By James H. Collins



BUSINESS—Written by men who know!

BUSINESS has minutely analyzed the nature of its circulation and the business problems of its readers. Current conditions and modern methods are constantly studied to find for its readers the solution of these problems.

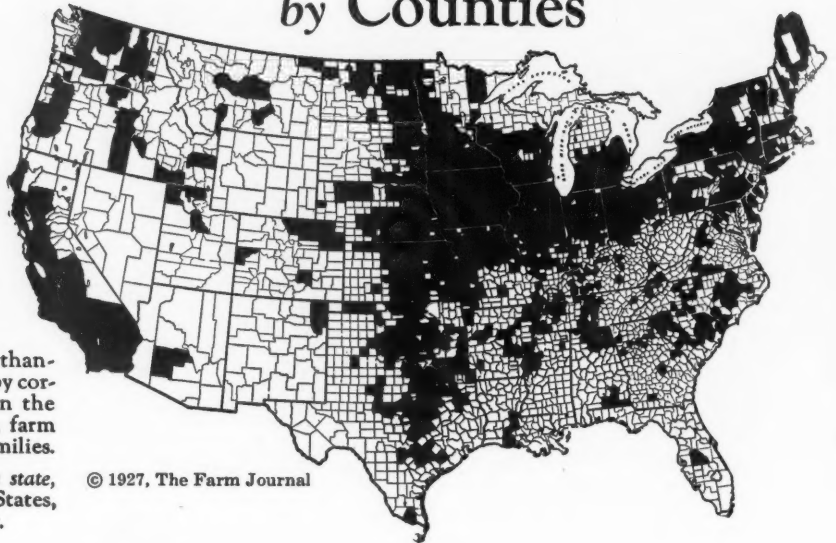
That is why BUSINESS goes into the market and buys the product of the man best fitted by ability and training to write on business subjects.

That is why BUSINESS is read by executives and is the logical medium in which to place your sales message.

THE BURROUGHS PUBLICATIONS

BURROUGHS AVE. AND SECOND BLVD., DETROIT

The Primary Farm Market by Counties



The black areas comprise the 1198 better-than-average agricultural counties, determined by correctly rating each of the 3044 counties in the United States according to farm income, farm property value and number of white farm families.

No arbitrary group of states, nor any single state, but the best counties in the entire United States, constitute the Primary Farm Market.

© 1927, The Farm Journal

This enormous consumption of Lubricants proves again the amazing size of the Primary Farm Market

FARMERS buy 143,000,000 gallons of lubricating oil and 180,000,000 pounds of lubricating greases annually. Farmers own over 4,000,000 automobiles, over 500,000 motor trucks, over 2,500,000 gasoline engines and over 600,000 tractors. Altogether farmers own \$2,691,000,000 worth of farm machinery and implements, most of which require lubrication.

The Primary Farm Market—composed of the 1198 better-than-average agricultural counties—has

- 69.4% of all farm income
- 74.1% of all farm property value
- 59.9% of all white farm families
- 60% of all important trading centers

The Farm Journal has 76.2% of its circulation in the Primary Farm Market and the greatest volume of R. F. D. circulation—the most reliable gauge to real farm circulation.

1,400,000 Circulation

The Farm Journal

first in the farm field

PHILADELPHIA - NEW YORK - BOSTON - ATLANTA - CHICAGO - SEATTLE - SAN FRANCISCO - LOS ANGELES



The sales tactics described in this article opened a lucrative market among hotels for this concern for a new kind of washable wall paper. Three years ago the company used one booth at the National Hotel Exposition; two years ago they used two, and this year the space has been extended to three.

Sales Resistance Forced Us Into a New Quantity Quality Market

SEVERAL years ago, while on a sales trip to Europe, I learned of a wall covering called Salubra and Tekko. I purchased some of each quality and tried it in my own home. We liked it and so did our friends.

I knew nothing about wall coverings, but I know that Americans are rapidly learning to love beautiful homes and that prosperity is making possible the building of such homes. I knew that homes could be made more beautiful with this unique wall covering. As a result, I negotiated for the sales rights in the United States and Canada.

My first sales effort showed me the folly of doing anything without careful research. As an example: we learned that wallpaper dealers wouldn't stock our wall covering. At first paper hangers refused to hang it. In both cases they refused to have anything to do with it because we were advertising it as a wall covering that lasts the life of a building.

How a High Priced Washable Wall Paper Broke into the Hotel Field

By FREDERICK BLANK

Frederick Blank & Company, New York City

So we turned our problem over to one of the prominent advertising agencies. They made an investigation which resulted in our forsaking plans to get dealer distribution. Instead we followed the program which the research suggested.

Their investigation showed that hotels and clubs offered the best market for us. Seventy-five per cent of the better hotels have a staff decorator who, with his assistants, plan on redecorating each room on the average of once every two years. The manager is, in most cases, the only buying factor, and can be reached by direct mail, magazine advertising, and in person.

By selling direct we eliminated the two factors that prevented us from getting consumer distribu-

tion. Institutions prefer to buy direct and their staff decorator does the hanging. Naturally we can sell on a smaller margin of profit, because a single good hotel installation in one of the

8,200 worth-while hotels, is as good as doing a complete repapering job in one hundred houses of five rooms each. In other words, the agency found a quantity quality market that can be sold with a small sales force and low advertising and selling cost.

Further investigation showed that hotel and club managers regard paint as the ideal wall covering because it is more durable, can be washed, and is more sanitary. Those who favor wall paper do so because it makes rooms more cheerful and homey.

Salubra and Tekko can be washed and scrubbed several times annually for a number of years and still look like new. Obviously we have a product that takes care of the sanitary features of paint. It is more colorful, but

also more expensive than paint. But with the higher price we can give color combinations and length of life impossible with painted surfaces.

With this information at hand we laid out a three-year sales and advertising campaign. We realized that products as distinctive and expensive as Salubra and Tekko must meet with unusual resistance from within and without. We knew that we were due for a long pull, so we built firmly rather than rapidly.

About this time the American Hotel Association was starting on a tour of Europe. They were sure to be guests of the leading hotels in at least eight countries, and many of these hotels used our product.

This made us change our plans slightly so that we might cash in on the uniqueness of the trip. This unusual promotion did not result in direct sales, but it did give us publicity which, in the long run, brought our product to the people we wanted to reach and give them an opportunity to. "Ask the man who uses it."

Novel Follow-ups

A PERSONAL letter dated March 15 was mailed to all the hotel people who were going to Europe, to their respective addresses throughout the country, calling their attention to Salubra.

On April 2 another personal letter was addressed to them in care of the steamer. We enclosed a list of some of the prominent hotels in Europe decorated with Salubra. The hotels on this list were made in rotation with their itinerary of the various cities they expected to visit, and also stated the names of our various agents in those countries.

Our representative, who came to Paris to take charge of the American tourists, undertook to place a pamphlet in the stateroom of every tourist on board the steamer.

On reaching London, our London office extended a cordial invitation to visit its showrooms and the Home Exposition, which was in progress at that time.

In Paris our representative met some of the prominent hotel peo-

ple, which we had arranged beforehand, and sent a personal letter inviting them to visit certain hotels which had had Salubra on their walls for over 15 years.

We arranged to run an advertisement in the paper printed on board the steamer "L'Atlantique."

We obtained for all the tourists, during their stay in Europe, a subscription for the New York Herald, which was sent every day to each tourist individually. Every other day the newspaper carried one of our Salubra samples and a leaflet published by our London office.

Foreign Hotel Men Cooperate

IN Brussels, Belgium, a Salubra sample with adequate text on the back was enclosed in every theater program by theaters which the American hotel people visited.

In Dusseldorf, Germany, where the Hotel Association was holding an exhibition for hotel promotion and where we had hung some Salubra rooms, the hotel men were invited to that exhibition.

In Hamburg every hotel man found in his room a beautifully illustrated booklet of Salubra patterns. This booklet was distributed by the German *Hotel News*, printed in English, and the cover of this booklet was made of Tekko. Our Salubra advertisement was on the inside of the cover.

In Berlin the tourists received another pamphlet with Salubra enclosures, containing selected views of Berlin with many hotel references of Salubra. This booklet also contained samples of Tekko and Salubra.

In Vienna, the same as in Hamburg, a small booklet with enclosures was distributed to the tourists.

In Munich a large book with samples, showing interior room decorations, was placed in the room of every hotel man.

In Lucerne every hotel man found a striking large sample of Salubra in his room with an explanatory text. Each guest received a different sample.

Our main office in Basle sent a personal letter to every hotel

man in whose hotel our American tourists were located, asking them to show their guests the rooms prepared with Salubra and to talk of our wall covering.

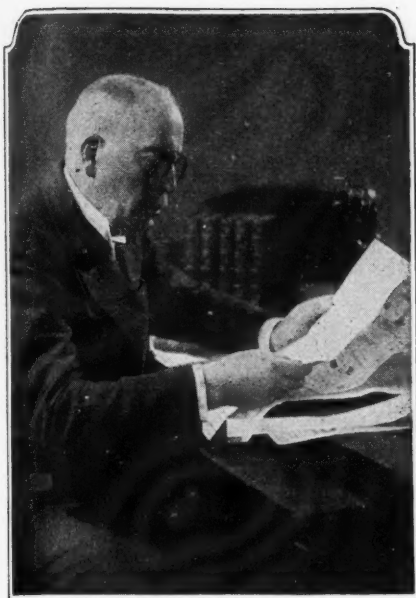
In addition to the above, all the hotel men in Europe who use Salubra and Tekko, put in the rooms of each one of their guests a card on which there was a picture of their hotel and a personal recommendation for Salubra.

In Naples, where the tourists took the steamer for the United States, every hotel man received, after boarding the steamer, a caricature drawn by a well-known European artist. The caricature pictured ten of the most original types of American hotel men. They also received a folder picturing a number of hotel views with reference to Salubra and Tekko.

"Dolling Up" Hotel Rooms

WHILE this was going on abroad, we were not idle at home. We featured the European hotels in which Salubra and Tekko were being used, especially those entertaining the visiting Americans. I personally spent a great deal of time with the most progressive managers to learn what might be most saleable. It was then I learned that sales resistance to a new product, such as ours, could be reduced by selling buyers on the tendency toward greater color and more home-like atmosphere in hotel rooms. Sales resistance was lessened as I learned to sell the buyer on what my wall covering can do to build business and cut costs, rather than as a mere wall covering.

As an example: I learned that 25 per cent of the hotel guests are women. In many cases they make the decision for the family. In any case the family would not return to a hotel that does not please the women in the party. This gave me something to talk about. As I check back on sales, I find that 90 per cent of my big sales have been made to hotels that make a decided effort to get and please women guests. In selling the idea of color in hotel rooms, I have been able to trace greater satisfaction for the women guests and greater sales for furniture, carpets, bed spreads,



Mr. Publisher (and with good reason) looks upon radio as a promising youngster in the advertising family. So the advertising department of Printers' Ink mail him an illustrated letter telling why Mr. Publisher should take space in Printers' Ink to talk to Mr. Radiomaker. The letter tells the story—the inside pages reproduce the advertisements of many radio manufacturers who subscribe to Printers' Ink.



This grower of peanuts is interested in a peanut picker and the letter from the Benthall Machine Company tells all about it. The inside pages of this four-page letter show the Benthall Picker in colors with testimonials and many added arguments for its purchase. TWO-TEXT is invariably used for Benthall letters.

A Paper That Business Needed

TO MAKE direct mail work pay better, try the four-page illustrated letter. Such letters provide words for those who like to listen — pictures for those who prefer to see.

On various tests, they bring from 11% to 20% greater returns.

The paper chosen for illustrated letters must combine the advantages of bond and coated papers and have none of their disadvantages. There is one paper that does this—TWO-TEXT.

For the typewritten side it provides a real bond paper with the bond feel and look that the typewriter ribbon requires. Yet, TWO-TEXT is so much more opaque than bond papers that the printing on the inside does not show thru. For the inside—the illustrated side—it provides a coated paper that will print the finest color half-tones. The same printing plates used for magazine advertising or booklet may be utilized.

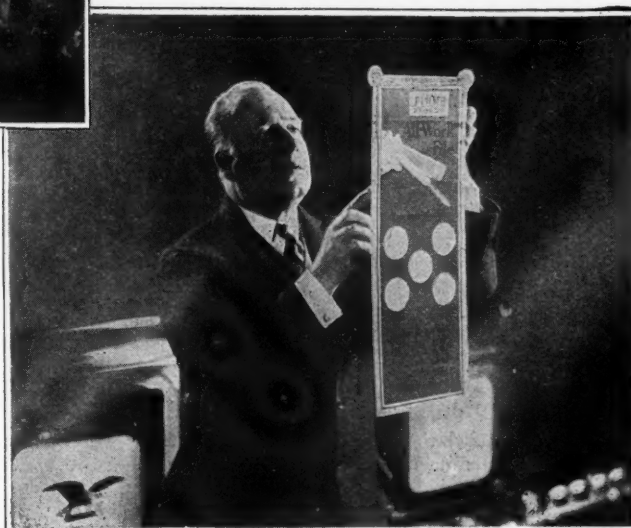
The Handbook of Illustrated Letters, full of interesting information on more effective sales letters, as well as sample sheets and printed specimens, will be sent if you will write Standard Paper Manufacturing Co., Richmond, Va., sole makers of TWO-TEXT Illustrated Letter Paper.



The Dravo-Doyle Company of Pittsburgh are telling this engineer in Pittsburgh about the advantages of the De Laval Oil Purifiers. The inside pages show plants around Pittsburgh where these oil purifiers are installed and a list of local users. As an agent or dealer help, the four-page illustrated letter has many advantages.



This merchant — thanks to TWO-TEXT—is shown just how beautiful Fox Fibre Furniture looks. Illustrated letters printed in four colors pay especially well when selling things of beauty.



A metal display case is offered this hardware dealer if he buys a certain number of Plumb files. The inside of the letter was a window display in colors. The dealer read the letter side . . . then pasted the illustrated side to his window.

blankets and draperies by manufacturers who sold quality products to harmonize with the more colorful and higher grade of wall covering.

We followed up our magazine advertising with direct mail to managers in hotels over 100 rooms in size, and to the purchasing agents for the several hundred chain organizations.

Each month a certain percentage of the list was offered, free of charge, enough material to do a complete room. Every letter contained a sample with the suggestion that it be spattered with ink, dirt, or grease; that it could be scrubbed and laid in the sun to dry.

The Widening Market

Requests for sample rooms were followed up immediately. In many cases we spent over \$100 to send a man out to hang the wall covering and to make personal contacts. And it was money well spent.

The next autumn we put on a special exhibit at the National Hotel Show. In addition to carrying a well selected stock of samples, we made all possible kinds of demonstrations. Powerful lights to test colors and ink; grease and dirt to test washability. A good-looking, intelligent young lady took the names of several hundred managers who showed an interest. These were added to our direct mail list.

At the end of the first year we began to make a few sales. Now, at the end of two years, we are selling many of the best hotels in the country: the Hollenden in Cleveland, the Waldorf-Astoria and Astor in New York, the Palmer House and Stevens in Chicago, the Ritz and Parker House in Boston, the Breakers in Atlantic City, etc.

During the past few months we have also gone after hospital installations. As far as I know, Salubra is the first wall paper to be used in such institutions.

During the past two and one-half years we have not forgotten that we want consumer business. And we are beginning to get it. Hotels and clubs are proving to be huge sample rooms in which

from two to three hundred people per room can see our product each year. They ask the manager what it is and where it can be obtained. As a result we receive inquiries.

These are followed up with samples and prices. The letter

requests the name of their local decorator and we follow him up to our mutual benefit.

Persistent hammering at the hotel market is selling our products in quantities, and in addition is slowly but surely giving us consumer sales.

Why Some Salesmen Must Put On the "Ritz"

(Continued from page 834)

Providence, a trip to this city was the obvious answer.

The jeweler greeted me with apparent relief, and told me to put on my hat and come with him. We went over to the Federal Building, where he introduced me to a Federal official. This latter gentleman, it appeared, was a prominent member of an association composed of other Federal appointees, and had conceived the idea of the association giving a wedding present to President Wilson, the idea being to permit each member to subscribe not over a dollar apiece. Since there were some 25,000 members, all told, there would be something quite handsome in the way of a present if the plan went through. The Association was to hold a convention about a month later, when it was planned that official action would be taken. Just what form the contemplated wedding gift would take was undecided. Would I come to the convention with a tangible proposition in the form of suggestions, and would I be prepared to help him put the idea across with other members if necessary?

It took some quick work, but the jeweler and I showed up at the convention with a complete set of water-color sketches (framed in mahogany) of a solid gold dessert service that we could truthfully say was finer than anything possessed by the crowned heads of Europe. In cooperation with the promoter of the plan, we interviewed most or all of the influential members during three or four days, and it appeared that the idea had created high favor. So far as the sales end of it was

concerned, I had the field to myself. We were all set for final action on the part of the convention, when a prominent member took the local jeweler aside and opined, "You'd better see (mentioning a cabinet member) about that wedding present proposition. He is somewhat excited about it."

I was asked to come along to present my part of the proposition, but having too obviously an axe to grind, I went no farther than the waiting room. Sure enough, it was all off. The cabinet member pointed out that there were about 25,000 members of the Association who were Republican appointees, and President Wilson would be coming up for re-election in 1916. There was nothing doing on a proposition that might be twisted into an attempt to tax Republican office holders for a wedding gift to a Democratic President.

That is merely a sample of the exceptional propositions that are coming in all of the time in this field — no two of them alike in all particulars — and the salesman who can give real service by way of cooperation will go far in building good-will in the trade, whether he lands the specific order or not. We later made from these sketches (which were really a wonderful reproduction of the type and period of the Adam brothers) one of the most beautiful and successful sterling silver dinner services in our line. So our labors were not in vain.

The Vitaglass Corporation, New York City, has appointed the George Batten Company, Inc., to direct its advertising.

COLOR PRINTING HEADQUARTERS



A FAMOUS COFFEE
WITH A FAMOUS NAME

*Our Product
helps Sell
Coffee*

*We can help Sell
your Product too*

THE UNITED STATES PRINTING
& LITHOGRAPH CO.

CINCINNATI

BALTIMORE

BROOKLYN



MANUFACTURERS who have developed specialization, concentration and cooperation to a high degree in their own businesses are quick to recognize the value of these same factors in the production of their color advertising.

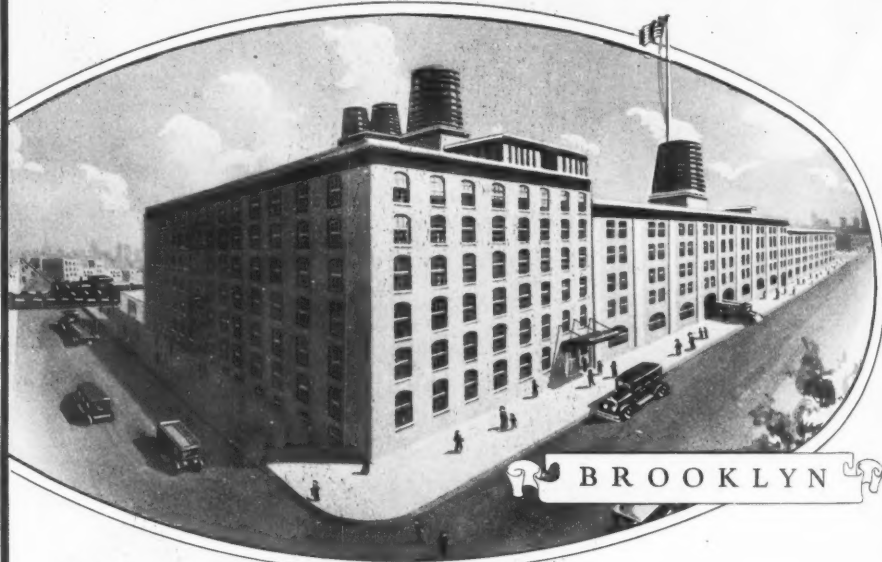
That is why the most successful concerns in America are regular customers of The U. S. Printing & Lithograph Company. They realize from their own experience that our organization of separate plants and personnel for each kind of color work—all under the same general supervision—provides the ideal combination of specialized manufacturing ability and complete service.

Entrusting your color problems to U.S. means that each item will be produced by the most suitable and most economical process, whether printing or lithography, and that all of them will be planned to lend strength to one another in a highly cumulative degree.

Let our nearest service office tell you what U.S. facilities would mean to you in terms of your own color requirements.



BALTIMORE



BROOKLYN

The United States PRINTING & LITHOGRAPH CO.



CINCINNATI

Manufacturers of

Aquatone	Fine Art Prints
Art & Commercial	Hangers
Calendars	Inserts
Broad-sides	Labels
Booklets	Letterheads
Blotters	Menu Cards
Book Covers	Novelties
Catalogs	Offset Lithography
Circulars	Package Slips
Cutouts	Posters
Car Cards	Poster Stamps
Display Containers	Post Cards
Display Posters	Show Cards
Folders	Trade Marks
Folding Boxes	Transparencies
Fans	Wrappers
Festoons	Window Trims
	Window Pastors

SERVICE OFFICES IN FOLLOWING CITIES

Baltimore	25 Covington St.
Boston	80 Boylston St.
Brooklyn	79 North 3rd St.
Chicago	130 North Wells St.
Cincinnati	15 Beech St.
Cleveland	1104 Leader Bldg.
Detroit	7915 Indiana Ave.
Indianapolis	414 Traction Bldg.

Kansas City	1306 Waldheim Bldg
Minneapolis	433 Palace Bldg
New York	110 Hudson St
Philadelphia	437 Chestnut St
Pittsburgh	609 Renshaw Bldg
San Francisco	112 Market St
Seattle	1107 Hoge Bldg
St. Louis	413 Frisco Bldg

If the President Must Make a Speech, Have Him Cut the Sob Stuff

SEVERAL topics in connection with sales management always interest sales managers. The meeting of a sales managers' club for discussing a sales manual or sales kit will be largely attended and will prove to be an interesting meeting. An announcement that the subject will be "Salesmen's Convention" will always produce a well-attended, lively meeting. Sales managers like to talk about sales conventions.

A Major Purpose

I BELIEVE in conventions for salesmen but I believe as much money is wasted in this one phase of the sales department as in any other one way. After a man has attended the sales conventions of a dozen or more firms he becomes somewhat critical. He can not help making comparisons. He sees the weak points and faults. So it has been in my case because, having attended many conventions, I have seen the many weaknesses of them. It is a question whether it would be more profitable if I wrote what to do, or if I wrote what not to do.

I'll admit that I have never attended a sales convention without obtaining a lot of good from it and I have been convinced that many others who attended also obtained much good. On the other hand I have seen much harm done by a convention that was not correctly conducted. Once I wrote an article consisting of "Don'ts for Conventions." This article proved to be popular. It was much read and commented on. A book or article of negatives can hardly be called constructive. I remember that my late friend, Walter Camp, the famous football expert, wrote a book called "Bridge Don'ts." This book was profitable for those who read it and it certainly improved their game of bridge. A book called "Convention Don'ts" might be

Things to Do and Things Not to Do in Planning and Operating a Salesman's Convention

The twenty-second article of a series

By CHARLES W. HOYT

most useful. Conventions for salesmen are sharp-edged tools, to be handled with care.

Every convention should have a major purpose, such as the announcement of the new line for the year or of the spring line or of the fall line, the introduction of a new product, a new selling plan for the salesmen to work on, or the announcement of some plans which would produce a decided improvement in the methods of selling. Remember that the conventions which fail and are dull are the routine ones. These are the conventions at which men are called in simply for an annual meeting and where there is merely a general discussion of the marketing problem.

The Convention Theme

IF a company has not some live issue to put up to its sales force each year, it ought not to hold a national convention or a district convention. If it has no need to hold either a district or a national convention it is because it has no new products or no new methods to announce. In these constantly changing days a firm which has nothing new to say to its sales force ought to worry about itself, because there is something the matter with it. In every firm there are problems of inefficient salesmanship, fields not properly cultivated. I could name a score of things which well need attention and any one of which deserves to be the major theme of a convention. If it is a set practice to have an annual convention, then the sales manager or the department of trade promotion should be at work, months in advance, on a program which,

when given to the men, will send them out with new methods of attack, with new fields to work on and with new things to do.

A convention ought to be well planned. To plan ahead properly requires the services of the right man as the chairman of a convention committee. This man must plan and make his plans work. Conventions should have a program laid out so that matters are taken up in proper order. It is not wise for one man to attempt to handle all the details of a convention. He should certainly have a committee. He should be able to delegate the various duties to different members of his committee. In every organization there are plenty of men who are quite competent to arrange for the various things which will enter into the program.

Managing the Banquet

ONE man, or a small group, will look after the banquet and the various things which should be a part of it. You will be surprised to discover the talent which is within your own organization if you delegate such a matter as this to a committee. If you find a man or a group of men who have a liking for that sort of thing, they can do a great deal to make the dinner more successful. They will be in charge of the name cards, of the seating arrangements and possibly the making up of the lists of speakers. It may be that some entertainment is to be provided such as singers, professional or amateur entertainers. Possibly this committee will arrange so that each person present receives a souvenir.

The general arrangements for the hall in which the convention is to be held should be placed with somebody else. They should be in charge of the general seating arrangements, decorations, of the hall, and so forth.

Another man should be in charge of the matter of hotel accommodations and possibly of transportation. All these things should be planned and attended to before the men arrive. When a man arrives at the hotel there should be no confusion. He should be promptly assigned to his room. This same committee should provide for return transportation, taking care of sleepers, chair cars, etc. It should give out definite information as to who will pay for the hotel bill. The committee on transportation and hotel accommodations can do a great deal to make the convention successful.

"Don't Show Off"

The program for the meetings of the convention is the most important thing of all. A convention ought not to be an occasion which merely gives the president, the sales manager, the advertising manager or the advertising agency a chance to perform. I will admit that all of these people have an excellent opportunity, at a convention, to show the various officials with whom they are working and who may be present, how well they perform or how well they can handle their work. I will admit that the sales manager, the advertising manager and the advertising agency have an opportunity, if the president of the company or the directors are present, to let these people see how smart they are. But the convention is not the place for this sort of thing.

If the president must make a speech, then at least he ought to be requested to cut down the heart throbs: "We are glad to see you here," "We are so grateful that you have honored us with your presence," and so forth. His talk should be just as much to the point, the general business of the corporation, as possible.

The program committee should rule, and they should use common sense and display much skill. They should rule that the speeches of welcome by the president and others should be brief. Do not put men on the program just to flatter them. Above all keep the poor talker down to a

minimum. Give thirty minutes, at the most, to the general opening and get down to business as soon as possible.

It costs a lot of money to bring men to a central point such as a factory. Why have they been brought there and what is there at the factory which they should see and which they should hear? Be sure they see these things. Be sure they hear the right things. Probably they are brought to the factory so they will be proud to represent it. Accordingly do all you can as you show them the factory, so that all of them will be favorably impressed.

Possibly you bring those salesmen to the factory so that they may meet and see the men who

make the product, and those who make the rules and the policies under which they work. So be sure they meet and have these men explain their particular sort of work. Then if they're told to make out orders in a certain way; if they're told that credits have to be handled in a certain way; if they're told that shipping regulations require things in such a manner, let those who are responsible for these rules and regulations explain the whys and wherefores of their rules.

(Editor's Note: Mr. Hoyt will continue his discussion of conventions, meetings and conferences in the November 26 issue of *SALES MANAGEMENT*, covering the arrangement of the convention program, etc.)

Distribution Census of Three Cities Completed

LARGE expenditures for automobiles and gasoline, amounting to one-sixth of total retail sales, are revealed in a report on the governmental trade census of Syracuse, New York, issued today by the Domestic Distribution Department of the Chamber of Commerce of the United States.

Automobiling takes nearly 17 cents of the retail dollar of Syracuse, the report shows. Auto sales absorb 10¼ cents of this, gasoline 3½ cents, and accessories 3 cents.

Syracuse spends more on automobiles in proportion to other merchandise than either Denver or Baltimore, two other cities recently covered in the new trade census.

For the three cities the larger portion of the retail dollar goes for four classes of merchandise, —food products, clothing, automobiles and house furnishings. Syracuse spends 27 cents for food, 22 cents for clothing, 17 cents for automobiles, and 7 cents for house furnishings.

Denver spends 28 cents for food, 24 cents for clothing, 16 cents for automobiles and 8 cents for house furnishings.

Baltimore spends 31 cents for food, 20 cents for clothing, 9 cents

for automobiles, and 8 cents for house furnishings.

In Syracuse, house furnishings are crowded out of fourth place by building material and heating supplies which account for 8 cents of the retail dollar.

Both chain stores and department stores sell less of the city's merchandise than in the other two cities. Chain store sales comprise 14½ per cent of the total in Syracuse, 22 per cent in Baltimore, and 24 per cent in Denver. Department stores do 9 per cent of the business in Syracuse, while in Baltimore they do 15 per cent, and in Denver 16 per cent.

Similar censuses have been made in eight other cities representative of different population and business activity and the results are now being compiled by the United States Bureau of the Census. Syracuse was one of the first cities chosen for this experimental census of distribution. Co-operating with the Bureau of the Census were the United States Chamber of Commerce and the Syracuse Chamber of Commerce.

The Syracuse Chamber contributed practical assistance both in planning and in making the actual canvass from which the figures were developed.



Painted for Scripps-Howard Newspapers by Walter Seaton

How the *fascinating adventuress* outwitted the level-headed bankers

A tiny item in the day's court news caught the eye of a SCRIPPS-HOWARD editor. An unknown Cleveland woman was being sued for \$300,000 on an overdue note.

"Probably an unromantic business difficulty," mused the editor. "And yet . . . a woman who can borrow \$300,000 must be interesting."

Urged by his curiosity, he sought out the sumptuous borrower. Indictments followed, and every day for the weeks that followed, SCRIPPS-HOWARD Newspapers amazed their readers with a continuous story of the daring chicanery of a female Wallingford.

For "Cashing Cassie" Chadwick practised her wiles not on gullible widows and impressionable

speculators, but on cautious, unemotional bankers and business men. Posing as the natural daughter of one of America's richest men, she borrowed huge sums of money from the strictest financial institutions, often giving as collateral bulky bundles of supposed securities, which were afterwards found to be bundles of old newspapers!

In exposing the colorful Cassie and bringing her to justice, The SCRIPPS-HOWARD Newspapers not only achieved one of the most daring scoops in newspaper history, but performed a signal public service by ending the career of one of the most dangerous, and, at the same time most interesting characters, in the history of crime.

NEW YORK . . . *Telegram* SAN FRANCISCO . . . *News* DENVER . . . *Rocky Mt. News*
CLEVELAND . . . *Press* WASHINGTON . . . *News* DENVER . . . *Evening News*
BALTIMORE . . . *Post* CINCINNATI . . . *Post* TOLEDO . . . *News-Bee*
PITTSBURGH . . . *Press* INDIANAPOLIS . . . *Times* COLUMBUS . . . *Citizen*
COVINGTON . . . *Kentucky Post*—*Kentucky Edition of Cincinnati Post*



AKRON . . . *Times-Press* YOUNGSTOWN . . . *Telegram* KNOXVILLE . . . *News-Sentinel*
BIRMINGHAM . . . *Post* FORT WORTH . . . *Press* EL PASO *Post*
MEMPHIS . . . *Press-Scimitar* OKLAHOMA CITY . . . *News* SAN DIEGO *Sun*
HOUSTON *Press* EVANSVILLE *Press* TERRE HAUTE *Post*
ALBUQUERQUE *New Mexico State Tribune*

SCRIPPS-HOWARD
MEMBERS AUDIT BUREAU OF CIRCULATIONS

NEWSPAPERS
AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*

250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO
PORTLAND • DETROIT • LOS ANGELES • ATLANTA

Dartnell Check-up on Distribution of Advertised Products

IN THE previous article of this series, the results found by the investigator in the grocery, electrical and jewelry stores of Findlay were discussed. This article takes up the distribution of some advertised lines in hardware, radio and automotive equipment stores.

In considering these figures, the type of the market must be kept in mind. Findlay is the center of one of the richest agricultural and oil producing counties in the state. More than seventy-five diversified industries are located in the city, giving regular employment to more than 1,750

What the Survey Told About Stocks in the Hardware, Radio and Automotive Equipment Stores

The eighth article of a series
Findlay, Ohio

the list of radio products. Only one of these was an exclusive radio shop, the others all carrying some other line of merchandise. Among the lines most commonly included with a radio stock were automotive equipment, jewelry, phonographs and pianos, furniture, hardware, and electrical products. Radio in these stores was secondary in most

tribution of 66.7 per cent and the latter 75 per cent. Eveready batteries had a distribution of 41.7 per cent, the third highest on the list.

Twelve of the twenty-six products checked had no distribution in these stores at all. Eight had only one dealer handling them. These products were: All-American sets, American Bosch receivers, Amsco products, Ce-Co tubes, Magnatron tubes, Magnavox speakers, Pathe equipment and Philco batteries.

Zenith receiving sets and Atwater Kent sets were both handled by two dealers in Findlay. Exide radio batteries could be purchased in three out of the twelve outlets.

The average number of radio products handled by all of the stores was 3.1. The average percentage of distribution for the twenty-six products was 11.8 per cent. By this time the stores probably have completed their stocks for the rush of Fall business.

Automotive Equipment Products

The group of automotive products was checked in fifteen outlets in Findlay. The outlets were all good stores or shops and, as a whole, carried fair stocks of accessories. A number of them were the exclusive agents for one or two products and their efforts were spent in building sales for those particular products. Of the outlets checked, only two were automotive accessory stores exclusively. The others were tire shops, garages or automobile distributors, and only the larger and more important of these were checked.

Findlay is located on the Dixie Highway and the Capital Highway, and has many roads radiating from the city over the entire state. Many garages and service stations handling nothing but gas and oils with perhaps a few tires,



More than seventy-five manufacturing industries are located in Findlay, Ohio, the city where this investigation was made.

men. The oil boom of thirty years ago has left the people and the city fairly prosperous. The agricultural community surrounding Findlay includes some of the most prosperous and well-to-do farmers in the country. And, as a group, the merchants have furnished these people with stores and merchandise of a higher quality than is usually found in a city of this size.

Twelve stores were checked for

cases and only a small stock of parts, tubes, and sets was carried. This was due in some measure to the fact that the survey was made in the middle of the summer, when radio stocks are at their lowest point.

None of the products on the list was found in all of the stores. Burgess batteries and Cunningham tubes were the only ones that came close to reaching this figure, the former having a dis-

PHILADELPHIA STORAGE BATTERY COMPANY

PHILCO
BATTERIES

FACTORY, LABORATORIES AND MAIN OFFICE
OSTAND AND C STREETS.

PHILADELPHIA, PA.

PHILCO
SOCKET POWERS

October 10,
1927.

Mr. L. M. Green,
Manager Radio Advertising,
The News,
New York City.

Dear Mr. Green:-

When we entered the New York newspaper field at the beginning of our Philco advertising campaign last Fall, and decided on "The News" as one of the daily mediums to be used, I want to say frankly that we were a bit hesitant about predicting the extent of results from so-called "tabloid" newspaper advertising.

There is no hesitancy now in telling you about these results, because Philco advertising in "The News" certainly has delivered them in big measure. "The News" has been one of our biggest assets in getting together a formidable list of retail distributors in the greater New York territory.

There are approximately 800 of these distributors now handling Philco Socket Powers in that territory and it is a tribute to "The News" that advertising in your publication aided immeasurably in signing up these dealers who, almost without exception, were helped in making a decision by the fact that "The News" was included in our New York newspaper list, and that their names and addresses were to be included in "The News" advertising.

From the reader standpoint, as indicating the quality and quantity circulation of "The News", we actually were amazed at the widespread response to the Philco coupon offer and also by the fact that, to an unusual extent, prospects obtained by "The News" advertising actually were sold Philco Socket Powers!

Of course, the high-quality of Philco

products was an important factor in these sales, but, no matter how good a piece of merchandise, you can't sell it unless you let your prospects know you have it. That what "The News" advertising did - and did well!

Very truly yours,

PHILADELPHIA STORAGE BATTERY CO.

Manager Sales Promotion.

Sayre M. Ramsdell, R.S.



"There is no hesitancy now in telling you about these results because Philco advertising in The News has certainly delivered them in big measure."

AFTER favoring New York newspapers having special sections and technical pages, radio advertisers in the last two years have turned to The News. They found that there were more actual customers among the million-and-a-quarter circulation of The News than among the fan readers and experimenters of the technical sections

News advertising helped Philco to secure 800 dealers, and won dealer and distributor cooperation

Philco copy was keyed The News was first among all newspapers used, in response and results.

The price range of the Philco equipment advertised was from \$58 to \$98.50. The units sell only to radio owners, or as a companion item at the time of a receiving set sale.

Close coverage of a great market, high buying power and lots of it, high responsiveness among the readers; increased visibility and attention value for every advertisement, and economical costs—make The News the first medium of New York not only for radio but for every classification of business. Get the facts.

THE NEWS
New York's Picture Newspaper

Tribune Tower, Chicago

25 Park Place, New York

Distribution of Eighty-Four Nationally Advertised Hardware Products in Findlay, Ohio

Product	Per Cent Distribution (8 Stores)	Product	Per Cent Distribution (8 Stores)	Product	Per Cent Distribution (8 Stores)
Ace Knife Sharpener.....	12.5	Gillette Safety Razor & Blades.....	62.5	Pyrex Glassware.....	50.0
Alaska Freezers.....	12.5	Griswold Aluminum.....	37.5	Pyrene Fire Extinguishers.....	.0
Armstrong's Linoleum.....	.0	Hartshorn Shade Rollers.....	.0	Red Edge Shovels.....	12.5
Atkins.....	37.5	Hoover Sweeper.....	12.5	S O S Cleaners.....	25.0
Billings & Spencer Tools.....	50.0	Hotpoint Products.....	37.5	Sani-Flush.....	25.0
Bassick Casters.....	12.5	Howe Scale Products.....	.0	Sapolin Enamel.....	12.5
Birds Rugs.....	.0	Johnson's Polishing Wax.....	75.0	Sargent Hardware.....	37.5
Bissell Carpet Sweeper.....	25.0	Johnston Outboard Motors.....	12.5	Schick Repeating Razor.....	.0
Bob-a-Lawn Lawn Mower.....	12.5	K-V Hangers.....	.0	Shaler Vulcanizer.....	.0
Bonney Forge and Tool.....	.0	Keen Kutter Cutlery & Tools.....	37.5	Stanley Super Vac.....	12.5
Bright Star Flashlights.....	.0	Kelvinator.....	.0	Stanley Tools.....	50.0
Brillo.....	50.0	Larvex.....	.0	Standard Plumbing.....	.0
Burgess Norton Hatchets.....	.0	Leonard Refrigerators.....	25.0	3 in 1 Oil.....	62.5
Congoleum Rugs.....	.0	Lorain Heat Reg. & Stoves.....	.0	Toledo Scales.....	.0
Corbin Locks and Hardware.....	50.0	Luther Grinder Mfg. Co.....	50.0	Twinplex Stoppers.....	.0
Crescent Tools.....	50.0	Majestic Garbage Receiver.....	12.5	Ulster Pocket Knives.....	.0
Curvit Razors.....	.0	Maytag Washers.....	.0	Universal Household Helps.....	25.0
Disston Saws, Tools, etc.....	62.5	Mazda Lamps (National).....	37.5	Valet Autostrop Razors.....	37.5
Drano.....	25.0	McKinney Hardware.....	25.0	Valspar Varnish.....	37.5
Duco Paints.....	25.0	Mirro Aluminum.....	25.0	Vikko Aluminum.....	.0
Durham Duplex Safety Razor.....	50.0	Murphy Paints.....	.0	Vollrath Ware.....	12.5
Dutch Boy White Lead.....	62.5	Nesco Products.....	.0	Wearever Aluminum.....	12.5
Easyset China Robehook.....	.0	New Jersey Zinc Paint.....	12.5	Wheeling Products.....	.0
Empire Bolts.....	.0	O-Cedar Mops & Polishes.....	50.0	Whippit.....	25.0
Eveready Blades, Razors.....	62.5	O. V. B. Hardware.....	25.0	Wiss Scissors.....	25.0
Eveready Flashlights.....	62.5	Parker Kalon Drive Screws.....	12.5	Yale Locks and Hardware.....	50.0
Flit.....	25.0	Perfection Stoves.....	25.0		
Frigidaire.....	.0	Pratt & Lambert Varnish.....	25.0		
Fulton Line of Hardware.....	.0	Premier Sweeper.....	25.0		
				Average Distribution.....	21.9

are supported by this transient business.

Some of the products which do not show on the survey, but are handled by service stations, are Exide batteries, En-ar-co motor oils and Fisk tires. There is an Exide battery service station handling and servicing this product alone. Two White Rose gasoline stations sell En-ar-co motor oils. A new garage, distributor of Willys-Knights, handles a few Fisk tires but no other accessories.

In considering the distribution of these products, it must be remembered that some manufacturers in the automotive equipment field prefer to sell to only one dealer in a city. For this reason their distribution figure is low. But some of the products having no representation in any of these outlets are passing up an opportunity to reach a good market. If Findlay is typical of the state, Ohio is not being covered at all thoroughly.

Only two products had a distribution of 50 per cent or better in Findlay. These were Alemite and A C spark plugs. Their distribution was 53.3 per cent and 66.7 per cent respectively. Three other products, Eveready flashlights, Neverleak and Boyce

moto-meters, were sold in seven of the fifteen outlets. Duco polish and Shaler vulcanizer were both sold in 40 per cent of the stores.

Fifteen of these products were not found in any of the outlets. Seventeen were sold by only one dealer.

Perfect Circle piston rings, Gates fan belts, Johns Manville asbestos brake linings, Klaxon horns, Snap-on wrenches and Timken bearings were each sold by two of the automotive equipment dealers.

The average percentage of distribution for these outlets was 13.2 per cent, and 6.6 was the average number of the fifty products they handled.

Hardware Products

Of the eight stores checked for the group of hardware products, only four were hardware stores exclusively. Three of the others were paint stores and one was a general store having a fair line of hardware. This type of store is the only group that does not seem to be overcrowded in Findlay, which may be due to the fact that three of the hardware stores are large and carry good stocks of merchandise.

The other store was not in the main shopping district and did not carry the same class of good merchandise as the other three stores.

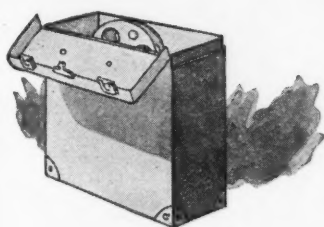
The average percentage of distribution for all of these stores was 21.9 per cent, and in the hardware stores alone it was 36.3 per cent. The average number of the list of eighty-four products that are handled by all of these stores was 18.6; for the hardware stores alone it was 30.8.

Four brands of Mazda lamps were checked in addition to the eighty-four hardware products. These were National, Edison, Champion and Westinghouse. National Mazda lamps were the only ones found in any of the stores, however. They were sold by the department store and two hardware stores.

Not one product reached 100 per cent distribution in all of the stores. Fourteen products reached this figure in the hardware stores. A reader of an advertisement of any one of the following products could buy it in any of the four hardware stores in Findlay: Eveready flashlights, Dutch Boy white lead; Yankee Tools, Eveready blades and razors, 3 in 1 oil, Billings and Spencer drop

-don't TELL them

SELL Them With Movies



*Dramatize Your Product and Factory—
Use This New DeVry 16 mm. Projector*

THE new DeVry admirably fills the need of salesmen for a light weight, compact, dependable motion picture projector at a moderate price.

Carrying case and all, it is smaller than the average sales portfolio and weighs less. It plugs into any 110-volt light socket and can be put in operation in less than a minute. It is the ideal projector for this new way of selling.

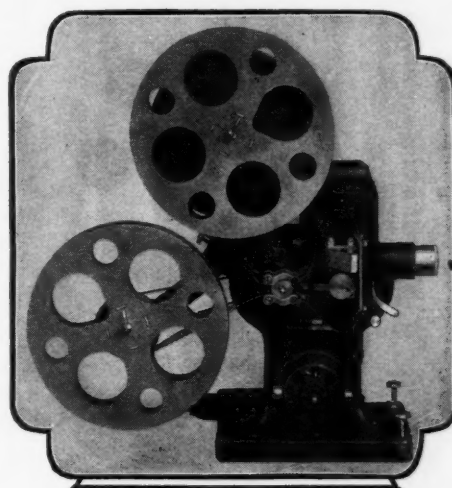
The new DeVry projector tells a vivid, clear-cut movie story that reaches your prospect tenfold faster than the hard-to-visualize word pictures of the best of sales "talks"—a story that conveys definite, accurate impressions of your product and factory in a new and interesting way—a story that speeds up orders and makes selling easy.

The DeVry Corporation will be glad to offer ideas and suggestions for valuable selling pictures to any manufacturing selling organization sending the coupon.

Prominent DeVry Users

Burroughs Adding Machine Co.
Cadillac Motor Car Co.
Chevrolet Motor Co.
Dodge Brothers
Firestone Tire Co.

Ford Motor Co.
International Harvester Co.
National Cash Register Co.
Packard Motor Co.
Sun-Maid Raisin Growers Ass'n



DeVry

INDUSTRIAL MOVIE EQUIPMENT

**The DeVry Standard Automatic Movie Camera is ideal for manufacturers who wish to take their own movies—completely automatic—easy to use—professional results*

IMPORTANT NOTICE

Early in November the DeVry Corporation will announce a NEW Continuous Motion Picture Projector for counter and window display purposes. This new projector, light, compact, silent in operation, produces brilliant continuous motion pictures in broad daylight. Far ahead of any existing models. Price, complete, ready to plug into any light socket, surprisingly low. Write for descriptive literature.

MAIL THIS TODAY

DeVry Corporation
Dept. 11-MT. 1111 Center St., Chicago
Gentlemen: Please send me prices and complete information about the

- ☐ DeVry 16 mm. Projector
- ☐ DeVry Continuous Projector
- ☐ DeVry Standard Automatic Movie Camera

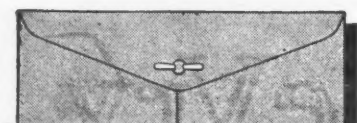
Name.....

Name of Firm.....

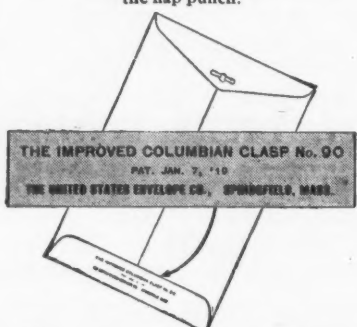
Address.....



Mail in the big envelope
—how will it stand the
hard journey ahead?



The Improved Columbian Clasp Envelope is made of tough, strong, hard-to-tear paper. The clasp is malleable, doesn't break off after three or four bendings. The metal tongues *always* line up with the flap punch.



The name, Improved Columbian Clasp, and the size number are always printed on the lower flap.

When you mail "big stuff"

THE open door of the speeding mail car . . . a sack is flung out. It hurtles along the platform, and brings up with a crash against the station building . . . as the red lights recede into the night.

When the Limited punishes the mail, how your big flat packages will fare depends on the sort of envelopes you use. If they are light and flimsy, they are not likely to withstand such slam-bang treatment.

For that "big stuff" you need Improved Columbian Clasp Envelopes. They're strong and tough — have the stamina to survive punishment.

The malleable metal clasp will not break off. The flap will not tear out under ordinary strains. The seams are sealed with the best gum we know.

There are 31 stock sizes — from business card dimensions up to $11\frac{1}{2}'' \times 14\frac{1}{2}''$. You can get the size you need without the delay and high cost of making to order.

Your printer or stationer can supply you with Improved Columbian Clasp Envelopes—or write us here at Springfield.

UNITED STATES ENVELOPE COMPANY

The world's largest manufacturers of envelopes
SPRINGFIELD, MASSACHUSETTS

With fourteen manufacturing divisions covering the country

Improved
COLUMBIAN CLASP ENVELOPES

Distribution of Radio Products in Findlay

Product	Per Cent Distribution (12 Stores)
All-American Sets, Parts	8.3
American Bosch Receivers	8.3
Amsco Radio Products	8.3
Atwater-Kent	16.7
Burgess Batteries	66.7
Ce-Co Tubes	8.3
Clearstone Receivers	.0
Cunningham Tubes	75.0
Ec-Centric Speakers	.0
Eveready Batteries	41.7
Exide Radio Batteries	25.0
Fada Radio Equipment	.0
Kellogg Radio Equipment	.0
Magnatron Tubes	8.3
Magnavox Speakers, Sets	8.3
Marko Batteries	.0
National Batteries	.0
Pathe Radio Equipment	8.3
Philco Batteries	8.3
Sonora Sets, Loudspeakers	.0
Stewart-Warner Radio Pro.	.0
Thomas Batteries & Units	.0
Unitron Battery Chargers	.0
Vestra Batteries & Chargers	.0
Zenith Receiving Sets	16.7
Average Distribution	11.8

forged tools, Corbin locks, Crescent tools, Disston saws, Durham duplex safety razors, Gillette safety razors and blades, Luther grinders, Stanley tools and Yale locks.

Thirty-two of the products were not found in any of these stores. One of these is Maytag washers, which have a separate sales organization handling their distribution in this city and territory. Nineteen products were handled by one dealer, eleven in two stores and nine in three outlets. This includes only the exclusive hardware stores.

In two of the hardware stores they handle good lines of electrical goods and appliances. Both of them have salesmen working out of the store selling the line for which they have the exclusive agency. In one store they have the agency for Serv-el refrigerators and Aerobell washing machines. One salesman works out of the store devoting his whole time to selling. Another man is employed for service work and another works part time with the salesman in calling on the prospective customers and securing leads for him. In the other store one salesman is employed to devote his entire time selling Hoover sweepers.

The question as to whether or not these dealers ever employed store demonstrations by the jobbers' or manufacturers' salesmen

as a means of advertising was answered practically the same as it has been in the survey of the last two cities reported. It brought out the tendency of the attitude toward store demonstrations and showed the classes of trade in which the practice is more common. In the automobile accessory, jewelry, radio, electrical, shoe and dry goods lines there were no demonstrations reported in this city. This is exclusive of the sales demonstrations which they make to the individual customer in making a sale in the store. These lines do not adapt themselves to demonstrations in stores or towns of this size to make them pay, these merchants say. In the group of clothing stores, one reported that they had had a hosiery demonstration which consisted of a salesman putting a machine in a window and rubbing the fabric to test its strength. Out of the nine stores handling furniture, two of them have had stove demonstrations and one has had a kitchen cabinet demonstration. In the hardware and paint stores the few demonstrations that they have had consist of stove and paint demonstrations. These are not given very often and usually are seasonal efforts at selling. Five of the nine drug stores surveyed have had cosmetic demonstra-

tions and the cut rate drug department of one of the department stores has also had one of this type. Among the fifty-eight grocery stores, demonstrations were not so popular. The main reasons for this opposition to store demonstrations by the manufacturers or jobbers salesmen are that the stores themselves are too small to give them much space without crowding. Often the salesmen or demonstrator creates ill-will because they are too forceful—too much high-pressure demonstrating and the customers do not like it. The third reason given is that the stores are the neighborhood type as a whole with only a small group of customers and it is not worth while to try to demonstrate to only a small number. Then too children are sent to these stores instead of the housewife coming in and she is the one who must be sold. The only store having demonstrations with any regularity was the grocery department of the Jackson department store. Every Saturday they have one of some different product.

The third and final article of the Findlay group will appear in the next issue of SALES MANAGEMENT. This will cover the distribution of drugs, men's and women's clothing, furniture, shoe and dry goods products.

Distribution of Automobile Products in Findlay, Ohio

Product	Per Cent Distribution (15 Stores)	Product	Per Cent Distribution (15 Stores)
AC Spark Plugs	66.7	Kelly Springfield Tires	6.7
Ajax Tires	6.7	Klaxon Horns	13.3
Alemite	53.3	Marland Oils	.0
Atwater Kent Ignition	.0	Mason Tires	.0
Bohnalite Pistons	6.7	Miller Tires	6.7
Bosch Magnetos, Starters	.0	Mobiloil	20.0
Boyce Moto-Meters	46.6	Multibestos Brake & Clutch Linings	6.7
Bright Star Flashlights	.0	Pennzoil	6.7
Duco Polish	40.0	Perfect Circle Piston Rings	13.3
En-ar-co Motor Oils	6.7	Philco Batteries	.0
Eveready Flashlights	46.7	Quaker State Oil	6.7
Exide Batteries	.0	Rusco Brake Linings	6.7
Fandango Auto Seat Covers	.0	Shaler Vulcanizer	40.0
Firestone Tires	6.7	Simoniz	20.0
Fiak Tires	.0	Snap-on Wrenches	13.3
Garco Brake Linings	.0	Stewart Warner Products	33.3
Gates Tires—Fan Belts	13.3	Stop-Thief Auto Locks	.0
General Tires	6.7	Texaco	.0
Gill Piston Rings	.0	Timken Bearings	13.3
Goodrich Tires	6.7	U. S. Tires	6.7
Goodyear Tires	6.7	Veedol	20.0
Hassler Stabilizers	.0	Weed Chains, Levelizers	33.3
Houdaille Shock Absorbers	6.7	Winterfront Shutters	6.7
Ideal Rode-Lite	.0		
Johns-Manville Brake Linings	13.3		
Johnson's Polishing Wax	6.7		
		Average Distribution	13.2

Sales in Atlanta Signify An Easier Market for the Whole South

REPORTS from leading jobbers and manufacturers in Atlanta indicate that sales during September and until late in October have been substantially larger than they were during the corresponding period last year. There is every promise, they say, that the 1927 Fall season will prove one of the largest in the past four or five years for practically all of the leading lines sold in this district.

In the automotive field, officials of the southeastern branches of the Buick Motor Company, the Studebaker Corporation and the Chevrolet Motor Company, all report a substantial gain in sales during September, 1927, compared with September, 1926, the average increase being from 8 to 10 per cent. The Chevrolet increase was particularly large. The Mack International Motor Truck Corporation and the White Company also announce another substantial gain in sales over the same period last year, amounting to about 10 per cent in September. The average gain from January to September, inclusive, was about 8 to 10 per cent on motor truck sales in this district.

Ford Dealers Optimistic

One of the most encouraging reports is given by distributors of woodworking machinery, whose business the past five or six weeks has been the largest for this period at any time since the inflation era following the World War. It is approximately 12 to 15 per cent larger than at this time last year, most of the increase going to furniture plants in the Georgia, East Tennessee and Carolina territories, where this industry is expanding rapidly. Other machinery distributors say sales are about 5 to 7 per cent larger than at this time last year, and the outlook for Fall and Winter sales is promising.

Concerning the new Ford car,

Campaigns on Automobiles, Vacuum Cleaners, Electrical Refrigerators and Cigarettes, Blanket Southeast

dealers in Atlanta express themselves as well satisfied with the outlook. They believe they will have little or no difficulty in disposing of their entire quotas. One of the primary reasons for their confidence is the fact that the financial situation is better in the South than it has been in years because of the high prices on cotton and other crops. Dealers, consequently, are finding it much easier than heretofore readily to place automobile paper with banks and other financial institutions specializing in the handling of such paper.

New Cigarette Introduced

This is particularly noticeable with dealers handling the Fordson tractor, whose sales since the early part of September are reported by Ford officials in Atlanta to have averaged 10 to 12 per cent better than during the same period last year, especially sales to the agricultural industry. Sales of other tractors are reported by distributors in Atlanta to be approximately 7 to 8 per cent better than last season.

Following one of the most intensive advertising campaigns in the history of Atlanta to introduce a new cigarette, the Southern Tobacco Corporation of Atlanta started the production of Cavalier cigarettes at its plant the latter part of September and has since been running the plant at its fullest capacity. So far did the demand for the new cigarette exceed the expectations of the manufacturers, however, that during the first three weeks after production started it was possible to fill only a portion of the orders received from dealers in Atlanta alone. No attempt could be made to go outside the immediate Atlanta territory. Capacity of the

plant is 500,000 cigarettes daily, and additional machinery and equipment have been ordered installed as soon as possible, substantially

increasing the output, and thus enabling the company to sell its product in other territories.

Before starting production at the plant, Cavalier advertising was largely confined to posters and quarter and half-page space in all of the Atlanta daily newspapers. Since then this has been coupled with window display advertising in co-operation with the retailers and wholesalers, and other dealer helps. Until production facilities have been increased sufficiently to take care of the demand, the company will confine its advertising activities to these mediums. After that the advertising will be extended, to the standard magazines and other similar mediums used by various manufacturers of cigarettes.

Hoover Sales Gain

Another new cigarette concern which will shortly start production in Georgia is the Gold Leaf Cigarette and Tobacco Company of Hahira, which has now practically completed its new plant and is preparing to launch an extensive advertising campaign in the southeastern district to include principally outdoor advertising and daily newspapers. This company will have warehouses and central distributing branches in Atlanta and Macon, and proposes to operate a chain of several plants in various Georgia towns and cities of the Bright Leaf tobacco belt, with the main plant at Hahira. The factory at Hahira, incidentally, is to be the largest of its kind outside of North Carolina, having a capacity of 12,000,000 cigarettes daily.

E. M. DeRamus, who recently succeeded B. M. Meyers as Atlanta district manager in charge of the southeastern branch of the Hoover Suction Sweeper

"Better pleased with the machine and the process with each month's successful use"



R. L. POLK & COMPANY

ESTABLISHED 1870
PUBLISHERS
DIRECT MAIL DIVISION
DETROIT, MICH.

July 20, 1927

Mr. W. C. Dunlap, Vice President,
American Multigraph Sales Company,
Cleveland, Ohio.

Dear Mr. Dunlap:

We have had six or seven months' experience with the Addressing Multigraph, and are glad to be able to tell you that we are better pleased with the machine and the process with each month's further successful use.

When we made our initial installation, we purchased enough equipment to enable us to make a real test of your machine, after first investigating what the market afforded in the way of a Process machine. Our success with the machine confirms our preliminary judgment that the Multigraph would do what we wanted from a quality standpoint, and yet make possible prices that would overcome the reluctance of customers to go to the expense of putting their mailing lists on plates.

While we have had some little trouble getting our Process Department properly organized, since organization is almost as important as the proper machine, we are able to report that our troubles have been very few, and we have handled a sufficiently large volume to train our organization well and to know that your machine will stand up well under constant use.

Yours very truly,

R. L. POLK
Julian G. Wolfner
Julian G. Wolfner,
General Sales Manager,
Direct Mail Division

GENERAL OFFICES, DETROIT, MICH.

NEW YORK CITY, N. Y.
PHILADELPHIA, PA.
CLEVELAND, OHIO
BOSTON, MASS.
PITTSBURGH, PA.
BUFFALO, N. Y.
MILWAUKEE, WIS.
LOUISVILLE, KY.
NEW ORLEANS, LA.
INDIANAPOLIS, IND.
COLUMBUS, OHIO
ATLANTA, GA.
BIRMINGHAM, ALA.
MEMPHIS, TENN.
DALLAS, TEXAS
HOUSTON, TEXAS
SAN ANTONIO, TEXAS
CHICAGO, ILL.
ST. LOUIS, MO.
LOS ANGELES, CALIF.
SAN FRANCISCO, CALIF.
SEATTLE, WASH.
PORTLAND, ORE.
ST. PAUL, MINN.
DENVER, COLO.
SALT LAKE CITY, UTAH
SPRINGFIELD, ILL.
QUINCY, ILL.
INDIANAPOLIS, IND.
LITTLE ROCK, ARK.
HONOLULU, H. I.

JGW/PA

DIRECT MAIL ADVERTISING - SALES & MARKET ANALYSIS

ORDER TO ONLY CHANGES ALL LIST COURTS ARE APPROXIMATE AND PRICES SUBJECT TO CHANGE. WE ARE NOT RESPONSIBLE FOR LOSS OF MAIL.

This letter is particularly gratifying, because R. L. Polk & Company wrote us last February that they had almost decided to buy another equipment before they heard of the Addressing Multigraph, and purchased it only after checking all competitive processes.

We can refer you to many others who feel as they now do. Apply to any of our Division Offices—you'll find them listed under "American Multigraph Sales Company" in the telephone books of 50 principal cities—or write to the address below.

THE AMERICAN MULTIGRAPH SALES COMPANY
1832 East 40th Street, Cleveland, Ohio



THE ADDRESSING MULTIGRAPH

Company, states that the sales of this branch from January to September, inclusive, have been approximately 46 per cent larger than sales for the corresponding period in 1926, and that, so far as percentage of gain over last year is concerned, this branch leads all others operated by the Hoover company.

The gain in September was particularly large, averaging 52 per cent over September, 1926, due to an intensive sales drive that was conducted during the month in a house-to-house canvass in cooperation with some of the larger retailers handling the Hoover.

Frigidaire Campaigns

So successful was the first campaign which the Georgia Power Company conducted during May and June on the Frigidaire, that a second campaign was conducted from September 7 to 24, and an even larger sales record was made than during the first campaign, considering the length of time the campaign continued. The company had set a quota of \$100,000 for the sixteen days, and total sales for the period reached more than \$127,000. In Atlanta alone the quota was \$55,000 and sales were \$66,636, or 21 per cent larger than the quota. In Macon the quota was \$10,000 and sales \$10,041, or about 1 per cent above the quota. In other districts the quota for the state as a whole was \$35,000 and sales were \$50,438, or about 40 per cent over the quota.

The campaign, as in the first instance, was a house-to-house selling affair in the best residential districts in the different communities where the company operates branch stores. But whereas in the first campaign there was no down payment to be made, in this campaign the down payment was \$10, with the balance in twenty-four months, except where sales were made to commercial concerns.

During the campaign the company invested \$4,000 in newspaper and direct-mail advertising, street car cards, dash signs on street cars and special window displays. It gave prizes totaling

\$625 to superintendents, store managers and salesmen making the best individual records, in addition to a special prize of \$100 in gold to the salesman of the district ranking first in the percentage of its quota filled during the campaign.

In the two campaigns together, running for a period of sixty-eight days, the company sold \$631,802 worth of electric refrigerators, or an average of only a little less than \$10,000 per day.

A majority of the stock of the American Bakeries Company, Healey Building, Atlanta, was purchased in September by L. A. Cushman, Jr., New York City, a son of the president of Cushman's Sons, Inc., who operates a large chain of bakeries. The purchase price given by officials of the

company was \$5,100,000, making this the largest financial transaction of its nature in Atlanta since the Candler's disposed of their interests in the Coca Cola Company several years ago.

According to an announcement the early part of September by officials of the southern branch of the Chevrolet Motor Company, this company will establish in Atlanta, during the next six months, the largest automobile and parts manufacturing and distributing plant in the South, a tract of about 31 acres having been purchased by the company as a site in the vicinity of the Atlanta Federal Prison. Work on the new plant is to start immediately, officials advise, and it is to be completed in time to start production by April 1, 1928.

McGraw-Hill and A. W. Shaw Companies Form Subsidiary

INCORPORATION of a subsidiary, to publish four long-established national circulation industrial publications just acquired, was recently announced by the McGraw-Hill Publishing Company of New York City and the A. W. Shaw Company of Chicago. The subsidiary is the McGraw-Shaw Company and the papers affected are *Factory, Industrial Management, Industry Illustrated* and *Industrial Engineering*. Under the announced publishing plan, the first two papers will be combined as *Factory and Industrial Management*, starting with the January issue. The third paper will be consolidated with *Industrial Engineering*, a McGraw-Hill publication founded in 1882, starting with the December issue.

Facts underlying the formation of the subsidiary were outlined in a statement by James H. McGraw, president of the McGraw-Hill Publishing Company, and in a letter sent to advertisers in the papers affected, by A. P. Gumaer, manager of *Industrial Engineering*, with which is consolidated *Industry Illustrated*, and by James O. Peck, manager of *Factory and Industrial Management*.

The statement by Mr. McGraw stressed the fact that the arrangement by which the two parent companies control jointly a subsidiary publishing important publications devoted to industry, is in no sense or degree a merger of the McGraw-Hill and Shaw groups of journals. He pointed out that the two companies have effected a separate subsidiary organization to serve more adequately, in a publishing way, the manufacturer whose broad marketing problems extend through the range of industry.

The letter from the two publication managers gives the details of the reasons for the latest announced development in the field of business paper publishing.

"Believing that you will be greatly interested in a publishing move for better marketing," the communication to advertisers reads, "we want you to know of plans to intensify the service value of several papers with which you are familiar—*Factory and Industrial Management, Industrial Engineering* and *Industry Illustrated*."

"Two consolidations have been made and plans are being put into

(Continued on page 884)

MORE THAN
195,000
DAILY

Los Angeles Examiner

CHARACTER QUALITY ENTERPRISE
AN AMERICAN PAPER FOR THE AMERICAN PEOPLE THE GREAT NEWSPAPER OF THE GREAT SOUTHWEST

MORE THAN
425,000
SUNDAY

"Greatest Salesman in the West"

5c DAILY

NOVEMBER 12, 1927

10c SUNDAY

60,000 ATTENDANCE at L. A. EXAMINER'S NEW HOUSEHOLD SCHOOL PREDICTED FOR YEAR

NEW FEATURES ARE AID TO ADVERTISERS

AT the rate The Los Angeles Examiner is packing 'em in at its new school of Household Economics, more than 60,000 women will see and hear demonstrations of foodstuffs and other household products within a year!

Attracted by the unusual features that The Examiner has provided for its "students," women are flocking to the classes every Tuesday and Thursday in numbers that create an overflow, in some instances, of as high as 1,000 people.

Chefs of international repute appear at the school and show how they make the dishes that country club members and exclusive hotel guests smack their lips over. Prudence Penny herself is always there, directing affairs, and holding open house afterward. Auto-graphed recipe cards are given out to all attending. Experts on every phase of household activity are slated to be on the programs scheduled for the near future.

It's a tie-up that food manufacturers can't afford to overlook in America's fifth greatest market, and wealthiest

Better Than One to a Family!

THERE'S one circulation West of Chicago that needs no qualifying adjectives. It's The Los Angeles Sunday Examiner with more than 425,000 copies!

That's one copy to every 3.17 people in the Los Angeles trading area, which is a greater ratio of coverage than any other large newspaper in America shows in relation to its market, with the exception of the Kansas City territory, where the population is about half as great.

Incidentally, we're now exceeding the other morning paper in Los Angeles by 56,765 copies every week day, and by 210,154 on Sundays. And that's a pretty good-sized crowd to deliberately overlook! Don't do it!

per capita buying territory in the world!

As a suggestion, you might look over food schedules you are sending out, and get in on this splendid cooperation.

MAYBE THERE'S A CLUE AMONG THESE FOR YOU

THE Merchandising Service Department has been scouting over the field in Los Angeles in a search for new opportunities for advertisers. With the result that we have some new surveys on hand, available to those who request them. Here's the list:

Wall Paper	Jell Well & Royal
Milk	Fruit Gelatin
Wine Tonic	Shaving Cream
Radio	Hot Water Heaters
Cooking Oil	Landscape Gardening
Starched Collars	Pickles
	Hair Nets

The Market's Growing!

ORDERS for new telephones are coming into the Southern California Telephone Company, faster than ever before, according to the company's general commercial manager.

The first nine months of 1927 saw a net gain of 16,051 telephones, making the total connections in Los Angeles, at present, more than 323,500.

They Want to Know How to Use Your Products!



Professor Barnes and the Advertising Association's Science Hunt

WE NOTE, with what we trust is the proper degree of respect, that the International Advertising Association (lately the Associated Advertising Clubs of the World) has raised the sum of \$75,000 to further the study of the economic value of advertising. A committee has been appointed under the chairmanship of Walter Strong, publisher of the *Chicago Daily News*, and the study is to be directed by Professor Barnes, of Northwestern University.

An "Impartial" Investigation

A THOUSAND "representative" campaigns, it is said, will be thoroughly and exhaustively investigated, down to the last semi-colon in the copy and the degree of curvature in the cub salesman's marcel wave, and the results will be made available for all and sundry who may desire to go and do likewise. Thereby it is hoped to accomplish two purposes, at the very least; to demonstrate to the Stuart Chases and Ralph Borsodis of this world that advertising is an economic blessing, and to provide advertising agencies and others with definite fundamental principles of procedure—comparable to the basic formulas of the engineer or the chemist.

Now we hasten to state that we find nothing whatever to criticize in the program as it is officially laid out for the committee. There is no reason in the world why the economic value of advertising should not be defended, and defended with specific data, against the attacks that are being made against it. There are, on the contrary, some rather pressing reasons why it should.

There is equally no reason why specific examples of successful and unsuccessful procedure should not be correlated with a view to determining fundamental principles.

Is the International Advertising Association Going to Spend \$75,000 in an Attempt to Prove a Bunch of Preconceived Ideas?

By ROY W. JOHNSON

Eastern Editor, SALES MANAGEMENT Magazine

One may doubt, perhaps, the possibility of reducing advertising to formula—in the sense that applies to mechanics or to chemistry—but there is no reason why the principles of procedure should not be at least as definitely determined as they are in law and medicine, for example. It is a sizable job, no doubt; but all the more praiseworthy on that account.

Taken at face-value, the program and the purposes are all to the good. What leads us to refrain from an enthusiasm that is altogether whole-hearted, however, is the slightly *fromagenous* aroma that arises from a good deal of the promotional matter with which the plan is surrounded. There is a real danger, in our opinion, that work of the committee may be largely negated in advance by the overzealous promises of some of its adherents. We understand that the committee intends to conduct an impartial, scientific investigation, seeking only the truth irrespective of special interests; but we are told in advance what the facts are going to prove.

Results Made to Order

ACCORDING to the promotional matter we have seen, it seems to have been determined that the results of the investigation will be such as to enable (1) the advertising agency to persuade a reluctant prospect to advertise, (2) the newspaper, magazine or business paper to sell more space, (3) the advertiser to check the efficiency of his agency, or (4) to do the job himself on a basis of "scientific precision." In addition

it is asserted that the facts and figures produced will be such as to lay permanently by the heels all those who doubt the economic value of advertising.

Well, perhaps. But with all this predetermination of what the investigators are certain to turn up,

Professor Barnes seems to have his work cut out for him in order to avoid disappointing some one or more of those who have been promised aid and comfort. The doubt arises and persists as to whether this is really intended to be a search for the facts about advertising, or an expedition for the purpose of selecting certain facts that may harmonize with specifications laid down in advance. Does it represent genuine, scientific research, or is it \$75,000 worth of something else?

The Zealous Press Agents

UNDERSTAND, that we are not passing any judgments. We are willing to give the committee credit for motives that are absolutely and entirely impartial. But at the same time we think that the committee should curb some of its enthusiastic press agents if it desires to have its findings taken seriously. If it really expects to discover cogent facts which will support the economic value of advertising, it cannot afford to have those facts discredited in advance.

Especially, we think that the muffler should be applied to those of the brethren who are predicting that the investigation will result in the application of "scientific precision" to advertising procedure. It may indeed result in a number of valuable things, but it can be asserted with at least reasonable confidence that a scientific formula for success in advertising will not be one of them. Scientific precision can be applied to advertising in about the same

(Continued on page 894)



For givers of gifts to men

A Howard Watch is a source of pride in its beauty, and of security in its accuracy.

Man's life is governed by time. He rises, shaves, breakfasts, goes to his business, keeps his appointments, lunches, dines, plays, catches trains, and goes to bed again by time. If his Howard is a gift or prize, it reminds him dozens of times each day for a lifetime, of the confidence and respect of a business associate, or of a meritorious personal achievement.

Howard Watches are made with utmost precision and adjusted with painstaking patience, so that men may rely implicitly upon their accuracy. Their slightly higher cost is the unavoidable accompaniment to these high standards of workmanship. But where else can be found at any price so distinctive and prideful a badge of friendship, or award for fine accomplishment or long service? And where such a constant, lifelong reminder of the giver's discriminating choice?

THE 
HOWARD
 WATCH



"More ideas to the square inch than I ever saw before"—says a sales manager.

The purpose of this booklet is to outline some real sales contest ideas in brief form, with a short discussion of one of the most important factors in the success of sales contests—the prize.

The twelve contest ideas suggested have come through the fire of experience. They work.

You are welcome to the booklet, and without obligation. Just use the coupon or drop us a line.

KEYSTONE WATCH CASE CORPORATION
Riverside, New Jersey
Please mail me "12 Sales Contests"

.....

.....

.....

Sticks and Stones for the Hardboiled Sales Manager

Our Readers Flay the Sales Manager Who Would Fire a Salesman Rather Than Miss the Quota

"Almost Incomprehensible!"

THE article in a recent issue entitled "Shall We Fire the Salesman or Revise the Quota?" by Eugene Whitmore, is the one I refer to in the following remarks.

It is almost incomprehensible that the sales manager referred to by Mr. Whitmore could have expected a different result from his mailed fist campaign than that really obtained. Surely he has given little heed to the human element involved—the psychology of the salesmen.

One would judge from reading this article that the Ohio manufacturing company was in a very bad financial condition and grabbing at a straw, so to speak, for rescue. Only a condition of this kind would seem to warrant such a desperate method as was employed. If this was the provocation, then I can excuse them in a measure for their stand, but if this hard-boiled campaign was adopted as a clever business-getting stunt, then I condemn the plan, its creator, and its executor as wrong; and I do not use the word "wrong" strictly in the sense of a mistake, but I say it is wrong from every standpoint.

In the first place, it is impractical to drive a group of men of the intelligence necessary to be a salesman, in any such manner. One need only to search his own mind for the reason. A man's whole soul rebels against the idea. The very announcement of such a policy would tend to destroy the salesman's confidence in the house for which he is working, and without that confidence no salesman can long survive. Without confidence, there can be no loyalty and without the loyalty of the sales organization, any concern is pretty bad off.

The nervousness created among the salesmen would quickly rob them of their initiative and efficiency and cause them to resort to high-pressure methods in their panic, which might easily wreck an established dealer organization. The attitude of the house toward the salesmen would soon be reflected in the attitude of the salesmen toward the dealers, and certainly few manufacturers are foolish enough to think they can hold their dealers permanently with such methods.

This sales manager might have found an entirely different effect made upon his salesmen had he adjusted his compensation plan and required the salesmen to make their quota in order to earn their usual salaries or commissions. Or he might have offered some special reward to those who made their quota every month, with a penalty for persistent failure. There are entirely too many ways to lead the men into putting over a quota campaign, while increasing their interest, their loyalty and their value as salesmen, to resort to such expensive and unjust methods as was done in this case.

Instead of asking a man to swim the channel with a ball and chain on his feet and a threat of punishment for failure,

wouldn't it be much better to give him a pair of water-wings instead, and a reward when he reached the other side?

There is another angle to the proposition. It costs several hundred dollars to bring a new salesman up to the point of efficiency where he can earn his keep. This sales manager should have known that the mortality under such a plan would be excessive and the expense of training new men to fill the gaps would be tremendous, to say nothing of the errors usually made by new men.

My opinion of the plan, with all due respect to the sales manager who employed it, is that it is a dangerous plan from the manufacturer's standpoint and very unfair from the salesman's standpoint.

R. M. HODGES,
Sales Manager,
Fischer Lime and Cement Company,
Memphis, Tennessee.

How Much Bunk in Quotas?

I HAVE just read Mr. Whitmore's article "Shall We Fire the Salesman or Revise the Quota?" which brings back to my mind the thought that I have had for a number of years, namely, "Is a quota worth while?"

I was on the road for years for one of the highest organized specialty manufacturers in the country. They were one of the originators of the quota system and according to their statement, every specific method known was used to determine quotas per territory and put quotas on an equitable basis. It was especially noticeable that if any particular territory fell down for a couple years the territory quota was lower, or if it had unusually good business, it was bound to be boosted.

At one time Toledo, Ohio, was considered "lemon" territory and the quota was continually lowered until it reached 70 points per month. About this time a new man was assigned to the territory, who immediately proceeded to clean up. His quota was raised each year until inside of three years it was about 350 points instead of 70. This was prior to 1914 so that there were no great business changes or price changes to account for the quota change.

The question always has been, "Just how much bunk is there in the specific setting of quotas?" And isn't it a fact that the average salesman of a few years' experience can quote dozens of instances just like the above?

I have been on the other side of the desk for a number of years and we like to set a quota for each year's sales, but it is not divided into territories, nor do the salesmen know what it is. I know what each man should produce, as it is necessary to have something to measure by, but I do not use a territory quota and if a man falls down I don't tell him he is going below his quota.

If the sales manager mentioned in this article of Mr. Whitmore's was planning

on obtaining one year's business and one year only, he undoubtedly succeeded, but if his job was not only to produce that one year's business but the business of future years as well, he undoubtedly failed—and how badly he failed will not be revealed for at least two years. Salesmen working under high pressure such as this not only demoralize themselves but the customers as well, and it takes a considerable length of time for anyone to realize how badly.

It is necessary to have some kind of a quota if prizes are given or if bonuses are allowed, but in my opinion a bonus method of compensation is very much like the so-called method of payment to employees in the manufacturing plants.

There is always the feeling in the mind of a salesman that "there is something rotten in Denmark" in a bonus system, as the original base volume or base production is set by what to him is an arbitrary method.

I wonder if I am alone in my opinion of a quota or if other men have the same feeling.

C. R. SWISSHELM,
Sales Manager,
Crescent Tool Company,
Jamestown, New York.

"Many Good Ideas." Thanks!

FOR the past year I have been an interested reader of SALES MANAGEMENT. I have just finished reading the article on removing public prejudice, in the September 3 issue. I have been working on just such a problem for the past five years.

When Federal Gas, commonly known as Tear Gas, was introduced after the war, there was strong prejudice against it. The general public believed it to be cruel and barbarous and feared personal liability when it was employed. Today, however, this equipment is built into our largest office buildings where it is necessary to protect valuables. Department stores have it about their cashiers' cages. Thousands of banks and jewelry stores have adopted it and our leading police departments consider it standard equipment.

I have received many good ideas from your magazine that have helped me in this fight.

JOHN W. YOUNG
Vice President,
Federal Laboratories, Inc.,
Pittsburgh, Pennsylvania.

Concerning a Recent Warehouse Article

We think Eugene Whitmore's article "When the Board of Directors Gasps at the Cost of Selling" is indeed an excellent one.

W. H. COLEMAN,
Manager,
Roanoke Public Warehouse,
Roanoke, Virginia.



Now Many Executives Are Writing *to Commend this Valuable Book!*

If letters of appreciation from the major executives of many large corporations are indicative, Oakland has accomplished a truly valuable work in publishing its book, "Experiences of Various Companies in Handling Automobiles with Salesmen".

Here are excerpts from a few of the letters:

A large manufacturer writes: "You certainly deserve a lot of credit for compiling such an attractive booklet and making the contents so interesting."

A paper wholesaler says: "We consider it one of the most unusual presentations of a story that, as far as we know, has never been presented before."

A manufacturer of building material asserts: "We found the book very interesting and instructive. It has helped us to establish a definite policy in handling automobiles with our army of salesmen."

The president of a large wholesale grocers' association says: "This association conducted a study about a year ago and we know from experience that the conclusions reached in your book are sound."

Briefly, the book covers three vitally important subjects: "Who Buys the Car—the Company or the Salesman?"; "How are Operating Expenses Handled?"; and "Developing a Plan for Car Operation."

Oakland has interested itself in this subject because of the fast-growing popularity and the remarkable adaptability of Oakland and Pontiac Sixes for business use.

If you want this book which has created such marked interest, fill in and return the coupon below. A copy will be sent to you free by return mail.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

OAKLAND PONTIAC

PRODUCTS OF *Sixes* GENERAL MOTORS

Oakland Motor Car Company, Dept. K,
Pontiac, Michigan
Gentlemen:

Please send me a copy of the book: "Experiences of Various Companies in Handling Automobiles with Salesmen". Tell us more about your fleet user's plan.

(Name)

(Title)

(Company)

(City) (State)

A. N. A. Condemns Proposed Advertising Organ

THE Association of National Advertisers, at its annual meeting in New York, October 31 to November 2, took definite action on four subjects that are of more or less immediate interest to sales executives in general. The four resolutions embodying the attitude of the association were passed unanimously.

1. The proposal that the International Advertising Association issue a publication in competition with the advertising journals already established, which would seek the support of paid advertising, was unqualifiedly condemned.

2. The practice of certain newspapers of refusing to sell space to national advertisers except in both morning and evening editions in combination, was condemned.

3. It was resolved that the association should lend its influence towards a restoration of the postal rates on third and fourth class matter that were in effect prior to 1924; this was resolved on a showing that the present rates impose an unnecessary burden on the advertiser and do not materially increase postal revenues.

Against Exaggerated Advertising

4. In view of the danger that public confidence in advertising may be threatened by the attacks that are being made on advertising, as well as by the increasing tendency towards superlatives and exaggerated claims in advertising itself, individual members of the association are urged to see to it that their own claims are free from exaggeration and insincerity.

This latter topic, as a matter of fact, was made the subject of an entire session of the program, one of the featured speakers being Stuart Chase, co-author of the recent book, "Your Money's Worth." Mr. Chase presented the case from the standpoint of the consumer, and pointed out that since the great majority of manu-

Earnest Elmo Calkins Addresses Annual Meeting on "The Practical Ethics of Sincere Advertising"

facturers were really desirous of making quality products, he thought that a stiffening up of selling resistance in connection with less worthy goods, or goods that are misrepresented, would be a benefit to everybody with the possible exception of the vendors of advertising space. "On the subject of price," he said, "there is a gulf between us that no applesauce will ever be likely to bridge. But on the subject of quality, there is no reason why the means should not be provided whereby the manufacturer of quality products and the consumer can get together."

Calkin's Message

Earnest Elmo Calkins, of Calkins and Holden, preceded Mr. Chase with an address on "The Practical Ethics of Sincere Advertising" from the standpoint of a student and a practitioner of advertising of 39 years' standing. Mr. Calkins vigorously demonstrated the efficacy of the sincere and the restrained as an advertising appeal, and as vigorously ridiculed the boastful and the bombastic. While admitting regretfully the truth of much that has been said by the critics of advertising, he pointed out that the great bulk of advertising is neither boastful nor insincere, and that on the practical side the over-exaggerated claims simply defeat themselves. He asserted that he had no faith in outside censorship, in czars or overlords, or in written codes of ethics. The only effective remedy, he said, is in the hands of the individual advertiser whose responsibility it is to see to it that his own copy is profitable because it is also sincere.

Mr. Calkins said in part:

"If business is going to deserve

its classification as a profession, it must show what Mr. Young has called the capacity for its own discipline. The need is brought sharply

to the front at this moment by the barrage of criticism hurled at business and advertising by economists and other writers finding fault with its methods and the results of those methods. William E. Woodward, famous debunker, has written three novels exposing the hollowness of business sincerity, and he has been followed by a horde of lesser novelists, all writing about business from the least admirable side. These books have been received with acclaim by a large body of readers prepared to believe the worst.

"Recently Ralph Borsodi in his book, 'The Distribution Age,' argued that high pressure salesmanship backed up by advertising is adding unnecessarily to the cost of goods the public buys. And Lou Hahn has written an introduction to that book serving notice on manufacturers that retail dealers will no longer meekly act as distributors of advertised goods.

The Barrage of Criticism

"Chase and Schlink in 'Your Money's Worth' insist that the public is being systematically swindled by high-pressure advertising and selling, that some of the goods sold by advertising are worthless, and others are sold at excessive prices, and that advertising prevents the public from getting a better article at a lower price, and the Book-of-the-Month Club distributed the work to its 40,000 members. Henry Harap, in 'The Education of the Consumer,' supports Chase and Schlink in the claim that the public is profoundly ignorant of things it buys and has nothing but advertising for a guide—a poor guide at that.

"Raymond Fuller has been hurling questions at manufactur-



*You can
do things differently
with Rotogravure*

This unusual background and the photograph by Richards-Frear for Churchill Downs Cigarettes comprise just one of the forty-eight pages in the book—The A. B. C. of Rotogravure—which we will be pleased to send you on request. Just off the press.

KIMBERLY-CLARK COMPANY

*Rotogravure Development
Department*

208 South LaSalle Street
CHICAGO,
ILL.



OTOGRAVURE sections are
published every week in fifty-three
cities of North America by these
eighty-four newspapers

- | | | |
|-----------------------------|-----------------------------|--------------------------------|
| *Albany Knickerbocker Press | *Los Angeles Sunday Times | *New York Sunday News |
| *Atlanta Constitution | *Louisville Courier Journal | *New York World |
| *Atlanta Journal | *Louisville Sunday Herald | *Omaha Sunday Bee |
| *Baltimore Sun | Post | *Peoria Journal Transcript |
| *Birmingham News | Memphis Commercial Appeal | *Peoria Star |
| *Boston Herald | Mexico City, El Excelsior | *Philadelphia L'Opinion |
| *Boston Traveler | *Mexico City, El Universal | *Philadelphia Inquirer |
| *Buffalo Courier Express | *Miami Daily News | *Philadelphia Public Ledger |
| *Buffalo Sunday Times | *Milwaukee Journal | & North American |
| Chicago Daily News | *Minneapolis Journal | *Providence Sunday Journal |
| *Chicago Jewish Daily | *Minneapolis Tribune | *Richmond, Va., Times- |
| Forward | *Montreal La Patrie | Dispatch |
| *Chicago Sunday Tribune | Montreal La Presse | *Rochester Democrat |
| *Cincinnati Enquirer | *Montreal Standard | Chronicle |
| *Cleveland News | *Nashville Banner | *St. Louis Globe-Democrat |
| *Cleveland Plain Dealer | *Newark Sunday Call | *St. Louis Post Dispatch |
| *Denver Rocky Mountain | *New Bedford Sunday | *St. Paul Daily News |
| News | Standard | *St. Paul Sunday Pioneer Press |
| *Des Moines Sunday Register | *New Orleans Times Picayune | *San Francisco Chronicle |
| *Detroit Free Press | New York Bollettino Della | *Seattle Daily Times |
| *Detroit News | Sera | *South Bend News Times |
| *Evanston News-Index | *New York Corriere | *Springfield, Mass., Union- |
| *Fort Wayne News-Sentinel | D'America | Republican |
| *Fresno Bee | *New York Evening Graphic | *Syracuse Herald |
| *Habana, Cuba, Diario De La | *New York Jewish Daily | *Syracuse Post Standard |
| Marina | Forward | *Toledo Sunday Times |
| *Hartford Courant | *New York Morning Telegraph | *Toronto Star Weekly |
| *Houston Chronicle | New York Il Progresso | *Washington Post |
| *Houston Post-Dispatch | Italo Americano | *Washington Sunday Star |
| *Indianapolis Sunday Star | *New York Evening Post | *Waterbury Sunday |
| *Kansas City Journal Post | New York Herald Tribune | Republican |
| *Kansas City Star | *New York Times | *Wichita Sunday Eagle |
| *Long Beach, Calif., Press | | *Youngstown, O., Vindicator |
| Telegram | | |

Reg. U. S. PAT. OFF. **ROTOPLATE**

the perfect paper for rotogravure printing is supplied
by Kimberly-Clark Company to above
papers marked with a star

Kimberly-Clark Company

Established 1872

Neenah, Wis.

NEW YORK
51 Chambers Street

LOS ANGELES
716 Sun Finance Building

CHICAGO
208 S. La Salle Street

ers based on statements in their own advertisements. Is it true that four out of five have pyorrhea? that Listerine cures dandruff? that Ivory Soap is 99 44/100 per cent pure? and so on down the list. He found the advertisers evasive, embarrassed and non-committal, and spread his findings in the columns of *The Nation*, which could safely publish them, as no sane advertiser ever dreamed of using its columns anyway.

The Over-Worked Superlative

"I need not complete the list. You have all read some of them; perhaps all of them. The question for us is, how much is true, and the answer is that a great deal is true, but not the whole truth. These books are made up of selected instances. When compared with the whole body of believable, dependable advertising, and with the whole body of honest, fairly conducted business, they are but a fraction of them. These authors are guilty of the fault they find with advertising, telling part of the truth and emphasizing it to look like the whole. Of course, business is full of faults. Advertising is weakened by bunk, over-exploitation, hypocrisy and exaggeration. It is a human institution and shares the defects and frailties of all human institutions. But there is no more bunk in advertising than quackery in medicine, or shysterism in law. Look, for instance, at our machine for administering justice. As Bruce Barton said:

"Advertising has the short-comings of all finite institutions. If it encourages some men to live beyond their incomes, so does marriage. If it speaks to thousands in order to influence one, so does the church. If it is often redundant and garrulous, so is the United States Senate. But it is so firmly interwoven into the fabric of our economic life that we who make our living by it have no desire to shield it from honest analysis and criticism."

"But while the structure of business is unshaken, and while some of the charges are unfounded, distorted and extreme, we cannot, if we are going to be a profession, disregard them. We must, for our own profit and prosperity, exercise the capacity for our own discipline.

"The fierce competition between cigarettes, motor cars,

tires, toilet soaps or vanity products has led us to exceed the bounds of reasonableness, which has done much harm to that irreplaceable resource, public confidence. Some motor cars claim everything in sight: 'All around supremacy'; 'The most beautiful car in America'; 'When better cars are built Buick will build them'; 'New and unprecedented types of excellence'; 'No difference of opinion when supremacy is so outstanding.' If these statements were true, other cars would have to go out of business. As a matter of fact they are all about different cars, mutually excluding one another, branding one another in the eyes of the reading public as reckless and in-artistic exaggerators.

The Trend Toward Conservatism

"We are offered toilet soaps that wash away all facial blemishes and leave the washer fair as Rosamund; dentifrices that remove film from the teeth, and prevent or even cure pyorrhea! But observe how extreme statements tempt a competitor to take advantage of opportunity thus created. When some of the complexion soaps began to crowd the mourners in their advertising claims, Kenneth Fraser took the train to Ivorydale and interviewed Colonel Procter. 'What is Ivory soap going to do in face of advertising like that?' he asked. Colonel Procter said, 'I'll be the goat. What is it going to do?' Fraser told him and came back from Cincinnati with a new advertising account. And straightway the Ivory soap advertising began to tell just what a toilet soap could do and all it could do, and set limits and gave the public facts by which it could judge all toilet soaps. The result was a restraining effect on all complexion soap advertising.

"Any abuse of advertising harms all of us. A rotten apple next to a sound one will cause the sound one to rot. Rotten advertising running next to sound advertising will cast a blight over the sound advertising. In the early days some of us used to send our orders to newspapers with the proviso that if the



Selling Must Be Made Easier

Sales resistance is materially decreased by: —

- (a) Clearer Understanding.
- (b) Elimination of Doubt.
- (c) Freedom from Controversy.

THE B. & L. SALES PROJECTOR does these three services for your salesmen. How and why can be explained in 15 minutes. Our representative will call on invitation.

Please use coupon below

BAUSCH & LOMB OPTICAL CO.

Sales Projector Division

677 St. Paul Street, Rochester, New York

Tell us how we can make our selling easier with a Bausch & Lomb Optical Co.

SALES PROJECTOR

Name _____

Address _____

ABLE MEN SEND COUPONS



Sports Goods Market

Washington, D. C.

On one golf course in Washington, D. C., since January 1 an accurate check has been made of persons teeing off. Twenty-nine thousand three hundred sixty-three golfers have started off the first tee in this golf club.

There are seventeen golf courses in Washington, D. C., within a radius of eight miles.

More than one-sixth of the total area of Washington, D. C., is given over to recreation purposes. Golf, baseball, football, tennis, basketball, horseback riding, field and track sports, hockey, soccer, swimming — engage thousands of Washington's 540,000 population.

This ONE golf club is an accurate index of the interest in Washington, D. C., of ONE sport alone.

This market is exceptional for ALL sports and all sorts sports goods.

And The Washington Times with a net paid daily circulation of 77,657 for September, 1927, advertises good sports goods in this market.

WASHINGTON TIMES



advertisements were run on the same page or a page facing patent medicine advertisements, the insertion would not be paid for. The old-time fraudulent patent medicines are no longer so pervasive, but their methods are being applied to quite different and sometimes more legitimate products, to the detriment of more honest advertising.

The Boaster's Audience

"Books, will power, physical culture, Pelmanism, fat reducers, the French language, wild-cat stocks, hair tonics, are all being exploited with the shameless technique once exercised by Lydia Pinkham, Dr. Kilmer and Dr. Munyon. Publishers are not as scrupulous as they used to be, and even reputable magazines are carrying double-page spreads of preparations the American Medical Society has branded as fakes. I know something of deafness. I checked in one leading magazine advertisements of three worthless hearing devices and deafness cures, preying on a class which has unusual difficulty in earning a living. I am glad to say that when I laid my evidence before the advertising manager of that magazine these advertisements were suppressed.

"What are some of the admitted faults and shortcomings of present day advertising? Exaggeration is one, the natural exuberance of the seller — sweeping, unproved claims, superlatives, the weakest words in the language, which leave the reader cold and add to that skeptical attitude toward all advertising. This is the commonest weakness of all. It is the first resort of the inexperienced copy writer, the last lapse of the seasoned advertising man.

"No boaster ever held his audience. Nor is it necessary. There are a number of successful advertisers who have never had to exceed the truth to sell their goods.

"I am familiar with one business that is now twelve years old. I have read every line of its advertising. It started from nothing, a new product. It not only had to educate women to use this new product, but it had to uneducate them in the use of an old

product to which they were bound by habit and tradition. In all these twelve years this advertising has never raised its voice above an ordinary conversational tone. It has never used a superlative or even a comparative. It has never made a statement that even the most meticulous could question. The client has insisted that no advertisement should even squint at a competing article. Everything was soft pedaled. The under-statement was always preferred. Today the company which makes this product is paying 15 per cent on a \$25,000,000 capitalization. It has grown from nothing to this without printing a word that could not be fully substantiated. And there are others. Sincerity is a powerful technique. Pity we don't use it oftener.

What Makes Good Copy?

"Another fault of advertising is pseudo-science, the false scientific statement, the opinion of a real authority garbled and tinkered to make it more favorable to the product advertised. It is the same misleading device publishers and theatrical managers use when they quote from a review with adverse statements carefully eliminated. Poor fools. The advertisement would be immeasurably stronger with the adverse comments left in.

"I have here an instance, an humble instance — examples are not to be found in high places — of how one touch of humility in an advertisement leavens the whole lump, how it adds a quality to the article advertised, and how it illumines the character of the man who wrote the ad. Some one wants to sell his second-hand motor boat.

FIDGET

Cash — \$1200 — Cash
Take less? Dun't ask!

SERIOUSLY, this is the finest little cruiser that the coastguard ever put its spotlight on.

RAKISH as a Pirate, 36 feet long, narrow, black as your hat. 60 h.p. motor drives her 16 m.p.h. as we seafaring folk have it. Sleeps two.

TOOK a whirl in her up the Cape last summer, and Man, how you should have seen her leap those rollers off Point Judith. Nothing passed us but ocean liners.

FIVE years ago the hull cost \$3000 — mahogany trim, copper rivets, all that sort of thing.

BUT the awnings are simply terrible. We



The BOOTH NEWSPAPER AREA

ONE OF AMERICA'S 15 LEADING MARKETS

THE Booth Newspaper Area is a big metropolitan market that can be quickly and economically won with the aid of The Booth Newspapers.

There are 1,254,000 people living in the trading territories of the eight centers comprising this market. The Booth Newspaper Area includes the richest communities of Michigan outside of Detroit.

In this rich market The Eight Booth Newspapers concentrate their entire circulation of over 260,000. They are all evening newspapers and in seven cities the only newspaper, while the eighth is the dominant newspaper in its community.

The Booth Newspapers have attained success in their respective markets because of the unbiased editorial policies that characterize each of them. Politically independent, appealing to all classes without fear or favor and free from sensationalism they have won the interest and the confidence of that better part of Michigan, outside of Detroit.

Investigate The Booth Newspaper Area and the wonderful possibilities it offers through its eight great newspapers.

Grand Rapids Press Saginaw Daily News Jackson Citizen Patriot Muskegon Chronicle
Flint Daily Journal Kalamazoo Gazette Bay City Daily Times Ann Arbor Times News

I. A. KLEIN, Eastern Representative,
50 East 42nd St., NEW YORK

THE BOOTH PUBLISHING CO.

J. E. LUTZ, Western Representative
6 North Michigan Ave., CHICAGO

Win This Big Market!

**1,254,000 Population
Completely Covered by
The Booth Newspapers
With Over 260,000
Daily Circulation
Mostly Home Delivered!**



1,254,000 Population
3,699 Grocery Stores
660 Drug Stores
741 Hardware Stores
1,122 Dry Goods Stores

LOCATED IN

The Booth Newspaper Area

Write any Booth Newspaper for
a copy of

"The Michigan Market"

"To sell a man first make him Your Friend"



GOOD-WILL is the key to good business — it is an asset that is quickly turned into actual orders when used properly and wisely. And it isn't the cost of a goodwill builder that spells success — it is the actual utility of the item that keeps you and your product in the mind of the customer.

That's why a Dur-O-Lite automatic pencil with your customer's name on it will make and keep friends for you. There are many other sales situations into which Dur-O-Lite fits easily and effectively. The appearance, the mechanism, the spirit behind the gift of a Dur-O-Lite pencil make lasting friends.

DUR-O-LITE

Seven New Features

Seven new and distinctive features — you can actually "feel the difference" — make Dur-O-Lite pencils ideal for business getting purposes. Write now for prices and information on Dur-O-Lite holiday suggestions. Use the coupon!

Dur-O-Lite Pencil Company
4541 Ravenswood Avenue
Chicago, Illinois

DUR-O-LITE PENCIL COMPANY,
4541 Ravenswood Ave., Chicago, Ill.

Gentlemen:

New ideas interest me. Send me, without obligation, a copy of your book: "Six Good Ways to Build Good-Will."

Name of Firm _____

Address _____

Signature _____

mean they're awful. Don't say we didn't warn you.

REASONS for selling: We've got to pay some bills. You can see the Fidget at Chester Martin's boatyard at Portchester. Ask Martin about her. He's one of those guys who was born honest. Or write or wire H. C. P. (Care of *New Yorker*.)

"Those awful awnings will sell the boat," says Robert Updegraff, and they did. Few pages in the *Saturday Evening Post* have as much sagacious frankness in them as this bit of copy. Doesn't it make you want to buy that boat, and doesn't it make you feel that you would be safe in buying it? I venture to predict that national copy written in that spirit would create new advertising history."

Irwin S. Rosenfels, long associated with Sears, Roebuck Company, and now an advertising counsel in Chicago, followed with the assertion that the present situation, with respect to sincerity in advertising, confronts advertisers with a real dilemma. The time may come, he said, when failure to secure credibility for one's advertising may be in the same class with failure to pay one's bills.

Speakers at the other sessions included: Everett R. Smith, of the Fuller Brush Company; Edward T. Hall, Ralston-Purina Company; Professor Melvin T. Copeland, Harvard School of Business Administration; Richard H. Lee, National Council of Business Mail Users; F. J. Petura, Henry L. Doherty Company; R. D. Keim, E. R. Squibb & Sons and W. M. Gordon, S. D. Warren Paper Company. Speakers at the annual dinner, November 1, were Arthur Brisbane, Cyrus H. K. Curtis, Donald Ogden Stewart, and Mayor James J. Walker.

Officers and directors elected for 1928 were as follows: president: William A. Hart, E. I. DuPont de Nemours & Company; vice presidents: Everett R. Smith, Fuller Brush Company, Eastern Zone; Norman Olds, Perfection Stove Company, Central Zone, and Guy Smith, Libby, McNeill & Libby, Western Zone.

Directors: Lee Bristol, Bristol-Myers Company; Verne Burnett, General Motors Corporation; Miller Munson, Hoover Company; A. T. Preyer, Vick Chemical Company and W. F. Earle, United States Rubber Company.



"What on earth do you want with it?"

.... BY A HUSBAND

"This is the story of an argument I had with my wife—and lost. I might have won if she had not been helped by an advertising booklet that a salesman for an electric ironer had left with her.

"My objections to buying the ironer were gruff challenges. Her reasons were reasons. She knew why she wanted an ironer; she knew how she'd use it; she knew where she'd put it—and backed her reasons with a printed booklet that had an answer to all the objections I thought of—and to a lot that didn't occur to me.

"To my vague guess, 'We haven't enough room for it,' she pointed to the photograph of the machine and read aloud the caption, 'It occupies less than three square feet.' I warned her that the laundress would probably scorch my shirts on it. She

quoted a page proving that scorching was impossible. Finally, I imagined it would use too much electric current. And she countered with a printed statement of exactly how little the machine would use.

"I've learned since that lots of women save the folders and booklets manufacturers print and use them when discussing with their husbands things to buy.

"If I were a sales manager I'd see that my men never tried to sell women anything without leaving some well-printed literature that restated my case for the army of doubting Thomases, sisters, husbands, that often block sales when the salesman has gone.

"And, finally, I'd print that literature on paper that would make a woman hesitate before throwing those printed pieces away... Who had the last word in our argument? I did. It was:

"Oh, all right; go ahead and buy it!"



WARREN'S STANDARD PRINTING PAPERS {better paper ~ better printing}

SALES MANAGEMENT, NOVEMBER 12, 1927 [377]



Win that for me Willya Jim?

That's what puts the spirit in a sales contest—getting the home folks behind it. Let them pick the prize they want. Jim will work with a will to win it—and maintain his reputation at home.

Another big thing—the proper use of merchandise prizes makes it possible to keep every man on his toes right up to the end of the contest. That means top man and under dog alike.

In operating this type of contest, our service can help you from start to finish. We furnish the catalogs; ship the prizes; save you healthy chunks of money.

Did you get your copy?

Our new booklet "The Backbone of Sales Contests" is ready for you. Free. It is a simple discussion of fundamentals in contest policy. Written from years of close study, it shows the attitude of the salesman toward various types of contests. Easy to read. Worth reading.

Use the coupon, or your business letterhead in sending for the booklet. We will also include a copy of our new catalog of prizes.

The Premium Service Co., Inc.

9 West 18th St.

New York City

PREMIUM SERVICE CO., INC.

9 West 18th St., N. Y. C.

Without obligation of any kind, please send me your booklet "The Backbone of Sales Contests"—and a sample catalog of Contest Prizes.

Signed _____

Firm _____

Address _____

City _____

Some A B C's of Exporting

(Continued from page 826)

its becoming known in an adjoining district. In Argentina, on the other hand, a competent wholesaler located in Buenos Aires could cover the entire country for you.

But such problems loom big only because of their unfamiliarity. A market worth going after is worth a little study; and, unfortunately, the American manufacturer has too often shown greater aptitude in learning about the geographical peculiarities and the buying habits of foreign countries than in getting to know and understand the human side—the psychology—of the business men with whom he has dealings.

Clerical Stupidity

Here is an illustration of what I mean. An American manufacturer of automobiles built up an excellently organized system for the distribution of the company's product in a foreign country. The mechanics of the system, the handling of shipments and documents and the coordination of every working part was excellent. And the foreign distributor knew his business and demonstrated it so well that there was not a big maker of motor cars in America who would not have been glad to hand him the agency for that country on a gold platter and tell him to keep the platter. But trouble came at a neglected point—human relations. The big manufacturing company was not big enough to understand that system is devised to serve humans, not to make them subservient to it.

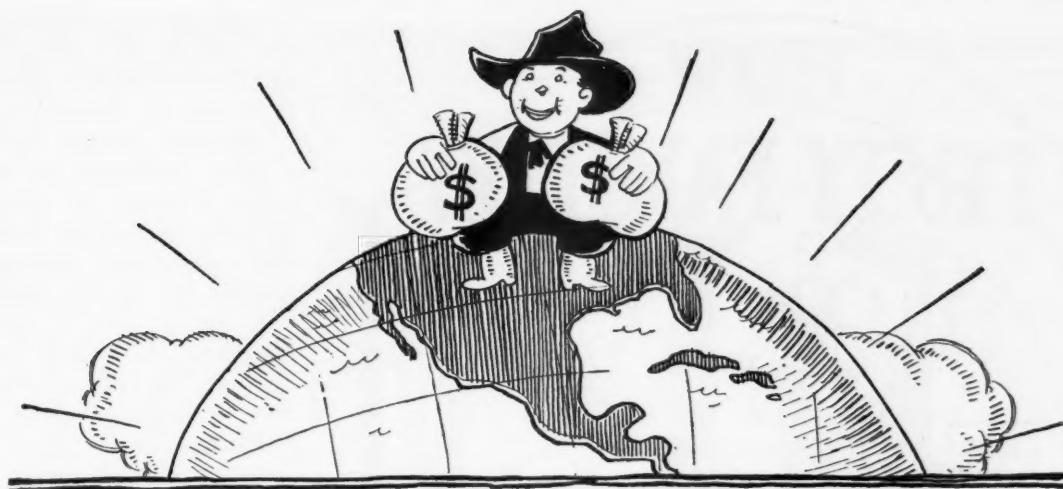
It happened that the foreign agent found his stock of parts diminishing more rapidly than calculated, due to a serious traffic jam at his seaport. An order for a large number of parts was hurriedly made out and posted to the maker, and a request was made for prompt shipment. Reaching America, the order was handled in the mechanical, impersonal way that such matters drift into here. It fell under the eye of a clerk

who noted, resentfully, that it violated a rule of the company; the parts specified were not listed in numerical order according to their catalog numbers to facilitate assembling of the complete shipment from the numbered bins in the stock room. Therefore, the clerk wrote a letter to the Fong Wing of this business relationship. He laid out the agent in proper American fashion for violating rule number so and so, and returned the order so that the agent might have it arranged in proper order, retyped, and returned to the factory. It never occurred to him that the rearranging of the items could have been quickly accomplished by his own assistant clerk—or even by the janitor's youngest child. There was nothing human about business with him—only the system mattered.

Aim to Please

The final result was that the shipment of parts reached the foreign agent three months later than it would have if the original order had been considerably handled, and in the train of that result came numerous inconveniences and dissatisfactions among users of the car, the beginning of a breach between the factory and a most desirable foreign agent, and the potential loss of a profitable market.

There must be constant effort to please, to deal fairly and patiently with foreign representatives. It takes much thought, much delving beneath the surface, a great deal of tact, and a knack of human understanding to decide just what is best to do when delicate situations arise between manufacturer and foreign agent. But the questions usually asked by those wishing to make a start at exporting—such as, what country is best to enter first, what sales results may be expected, what terms are best, etc.—may be answered very definitely and satisfactorily. Answers by men experienced in foreign trade may be obtained by any American



Business is Good *in* Oklahoma

OKLAHOMA'S 1927 corn crop will be the largest crop in the past five years, according to the October Government report. The price of corn is more than twenty cents a bushel higher than it was a year ago. The 1927 cotton crop in Oklahoma will bring more money to Oklahoma farmers than the crop of last year. Grain sorghums and other crops show gains. In addition Oklahoma farmers have large increases in hogs, dairy cattle, and poultry. The total value of all 1927 crops to Oklahoma farmers will exceed the total returns from 1926 crops by millions of dollars.

R. G. Dunn and Company shows an important decrease in commercial failures in Oklahoma in the third period this year over similar periods during the past two years. Bank deposits are increasing according to the state bank commissioner.

Business is good in Oklahoma. Oklahoma farmers have money to spend. They will buy products advertised to them in The Oklahoma Farmer-Stockman, Oklahoma's only farm paper. It is read by 178,428 farm families each issue.

Carl Williams
Editor

The OKLAHOMA
FARMER-STOCKMAN
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT, NOVEMBER 12, 1927 [879



Furnish Their Homes

THE living standards of Troy families are much higher than the average American family. The homes are substantial in appearance and construction, but the convincing testimony comes from the character of the interior furnishings. The number of pianos, radios and electrical appliances and equipment found in the homes is sufficient evidence to conclude that advertising has been a great influencing factor in the lives of Troy's families.

For instance, of the 22,500 RECORD families, 60% own pianos, 54% radios, nearly 4% have electric ranges, over 22% enjoy the use of electric washing machines, while 53% possess electric sweepers, and nearly 5% are taking advantage of electric refrigeration.

From which ever angle you study this market, you can see that staying away from it means losing profitable sales.

If you think we are exaggerating in our statements, send one of your salesmen to Troy. We will prove to him how he can line up business, and at the same time show him the Record's influence on the buying habits of Troy's families.

The TROY RECORD

"Try It Out in Troy—The Try-Out City"

A. B. C. 23,174 Copies Daily

CHAS. H. EDDY CO.

CHICAGO

NEW YORK

BOSTON

manufacturer without cost, from the Bureau of Foreign and Domestic Commerce at Washington, D. C., or any district office.

The manufacturer in search of foreign markets, be his plant small or large, should start out with the realization that his first, chief, and best assistant is the Bureau of the Department of Commerce. District offices are maintained in New York, Boston, Chicago, St. Louis, New Orleans, San Francisco, Seattle, Atlanta, Philadelphia, Detroit, Portland, Oregon, Des Moines, Houston, Galveston, Memphis, Louisville, and Minneapolis. The New York office, I am told, handles an average of 20,000 inquiries a week, and yet there are manufacturers who have not yet learned of the thoroughness of the assistance given.

Exporting Problems

The bureau will tell you which countries are best to tackle first with your product. It will tell you how to sell, to whom to sell, how to arrange proper terms, how to ship, how to handle documents—in fact, it tells you all of the essentials in exporting. The only services the bureau will charge you for, if you want them—and they're a priceless boon to exporters—are the publications, such as "Commerce Reports," "Commerce Yearbook," "Trade Information Bulletins," etc.

Not long ago I was up against a ticklish problem in Finland. It concerned the difficulties and representations of an agent with whom I had had considerable dealings. If I could have spent the time and the money to go over there and see just how things were, size up my man, and have it out with him face to face, there would have been no difficulty. Then I learned through the New York office of the Bureau of Foreign and Domestic Commerce that a trade commissioner who had recently returned from Finland was in town. I made an appointment to see him, and in five minutes I had just what I wanted to know. The trade commissioner knew the Finn with whom I was dealing, knew his wife and her father and her brothers.

A promise . . . *more than made good*

ON June 10th, 1927, we made this statement about Collier's:

".... At this writing we are actually selling well over 1,350,000. We anticipate 1,400,000 the latter months of this year."

TODAY, because of growing public demand, Collier's is actually selling more than 1,500,000 per issue—100,000 more than we anticipated. The weekly news-stand sale is steadily increasing—now more than 600,000.

We have more than fulfilled our promise in three months.

To 427 advertisers who have already ordered space in Collier's for 1928, this means an excess or bonus circulation of more than 400,000—a confir-

mation of their foresight in estimating advertising values.

All this corroborates our pledge to the public and to advertisers that this company would

- build a weekly magazine of great editorial appeal
- avoid spectacular and temporary methods and build for permanence and stability
- build Collier's on the sound publishing principles that underlie every Crowell publication.

Collier's future editorial plans are brilliant and important—a definite assurance of continuing progress.

Collier's presents today the greatest per dollar value in the weekly field.

THE CROWELL PUBLISHING CO.

**Give those feeble,
overworked words a rest!**

Use this "sales manual" to send out "go-getters" in place of those weak, old "order-takers."

There is too much good advertising being written today for bad or "just ordinary" copy to get across.

Competition is too keen to expect the poorly-written sales letter or booklet to bring home the orders which make it pay. It is necessary today to present your facts in a striking way—scrap the trite, old, vapid words and phrases that have lost their selling punch and arouse an active interest with "words that fit like gloves."

Whatever you are describing, whatever your argument, there is always one best word which fires your prospect's imagination to the point of creating the sale. Find these words and your success as an advertising man or salesman is assured.

And here is the sales manual which finds them for you *instantly*—the new Amplified Edition of

MARCH'S Thesaurus Dictionary

No other book in the English language is like it—no other approaches its usefulness in aiding you to create advertising that sells. By means of its patented arrangement you are enabled to use the best word in the language for your every purpose—and you can stick to words which won't be misunderstood.

Without this "sales manual" to guide you it is very easy to overlook the value of the common word used in an uncommon way to emphasize some important fact.

No wading through a hundred pages of definitions to find your word either—just a flip of the pages in this "sales manual" and it is before you, *defined so that you know you are using it correctly*, and with it all other words related to the same idea. Adjoining columns contain those opposed in meaning.

In addition this new Amplified Edition is full of facts that give you new copy ideas or supply added force to your present arguments.

Biblical facts, historic facts, geographic and scientific facts; and a complete concise text book on English and Composition which will help you with your writing.

Its list of all the important words and definitions used in the arts and sciences—no need to tell you its value when talking to technical or professional men. Leading magazines in every field are praising it:

"The copy writer's first aid," says *Mailbag*.

"The Book we have wanted for twenty-five years," says John Howie Wright in *Postage*.

"A real treasure chest of English undefiled. We commend it unreservedly," says *Review of Reviews*.

"Will be of constant use on the writing desk," says *American Mercury*.

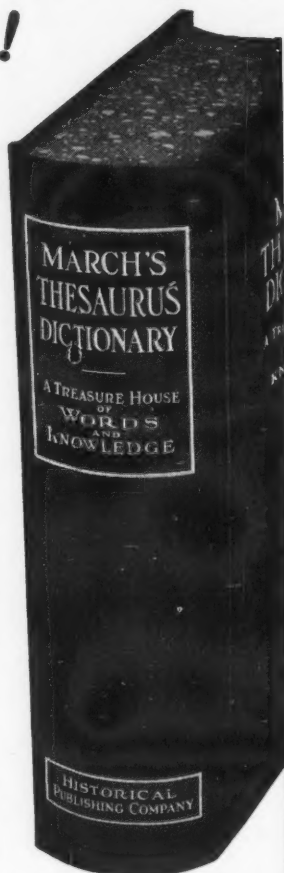
"The greatest single-volume reference work in the world," says *Writer's Monthly*.

Try it out at our Risk!

Send in the coupon at the right. Keep the book on your desk where it is handy. Try it out for ten days whenever you need a word or fact to snap up your copy. See for yourself if it does not make you 100% more efficient by placing the entire English language at your instant command. Then if you don't think it is the very "sales manual" you need to equip your advertising with words that bring back the orders, you simply need return it and it has not cost you a cent.

Name _____

Address _____



A thesaurus, plus a dictionary, with encyclopedic information, 1462 pages, 7 1/4 x 10, on thin opaque paper. Bound in handsome Buckram.

HISTORICAL PUBLISHING CO.

Dept. SM-11,
1334 Cherry St.,
Philadelphia, Pa.

Please send me (postpaid in U. S. and Canada) a copy of the new Amplified Edition of March's Thesaurus Dictionary. I will pay the postman \$3.00, plus 12 cents postage, and if I keep the book will pay you \$2.00 per month for three months. If for any reason I do not wish to keep it I will return it in good condition within 10 days and you are to refund my \$3.12, which includes postage I have paid.

What the commissioner told me convinced me that the Finn was the type of man who simply needed considerate treatment over a temporary period of difficulty. That five-minute talk was worth at least \$500 to me.

In many other cases I have had similar experiences. Every manufacturer or exporter is entitled to the same service, and can get it, for these men are routed around the United States, when they return from foreign travels, on an itinerary that takes them to all sections of the country.

If you are thinking about getting a start in exporting, don't hesitate any longer. The door is open and the way is not too difficult. Exporting, it is true, has its own peculiar difficulties; but it also has its own peculiar compensations—not the least of which is a broader and more sympathetic understanding of humanity. You will profit in more ways than one.

HOLD MARKETING SEMINAR

THE Eastman Marketing Seminar was held in the Engineering Societies Building in New York City, November 9, 10, and 11.

The purpose of the Seminar, which was organized by R. O. Eastman, Incorporated, Cleveland, Ohio, three years ago, is to make available the developments in modern market research methods, and to provide a better understanding of the possibilities for applying these developments to any industry's particular problems of distribution, sales and advertising.

The session will conform to the strict definition of the term "seminar" as an advanced course of study, for those interested in the development and utilization of practical marketing research methods.

According to statements recently made by interests closely identified with the Pierce Arrow Motor Car Company, a new line of moderately priced cars will soon be introduced. No details on the new car were made public.



"WHO'S YOUR-?"

In New York, or Medicine Hat, you hear it a dozen times a day. "Who's your doctor?" "Who's your milk-man?" "Where do you buy your coal?" "Where can I get a facial?" "Who did your permanent wave?"

"Don't buy a Fabulous Six. It's a lemon. I got stung." "Get your groceries from Smith. He's honest. His stuff is good." Eternally questioning tongues. Condemning, commending tongues. They are the most powerful advertising medium in the world—these human tongues. For persuasiveness, for sheer weight of influence, nothing else can take their place.

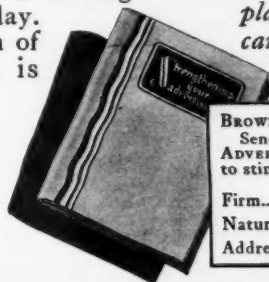
Hundreds of buying decisions are made each year through the potency of a single tongue. John Jones may not be rich. His patronage may mean little to the local plumber. The great down-town store may not solicit his account. But Jones engaged in a neighborhood discussion is a power to be courted and feared by both.

No corporation is so big that it can afford to incur this man's ill-will. His goodwill toward a product or a business is measurable in cash. To gain it, millions of advertising dollars are spent every day. There is a special form of advertising which is

tremendously effective in building goodwill. It is personal. It is advertising without waste. It is psychologically sound. It is advertising that goes straight to John Jones in a spirit of friendliness, and makes of him—a friend. Remembrance Advertising, we call it. It should be a part of every advertising campaign. Let us tell you about it. Send the coupon below.

A book that will help you in planning a profitable advertising campaign. Send for free copy.

BROWN & BIGELOW
Remembrance Advertising
REG. U.S. PAT. OFF.



BROWN & BIGELOW, St. Paul, Minnesota.
Send free book "STRENGTHENING YOUR ADVERTISING" and suggest specific plans to stimulate our business.

Firm.....
Nature of Business.....
Address.....

ST. PAUL, CHICAGO, NEW YORK, SAN FRANCISCO, SAULT STE. MARIE, HAVANA, MEXICO CITY, HONOLULU

SALES MANAGEMENT, NOVEMBER 12, 1927 [883



“For the love of Mike ... don't lose it!”

Ed. Hesler is a salesman and a good one. He sells ornamental curtain rods and other high grade household hardware for the Kirsch Manufacturing Co. of Sturgis, Mich.

In September, the Sales Manager of the Kirsch Co. wanted to duplicate some signet rings he had used as prizes in a sales contest. Mr. Hesler had been one of several previous prize winners and the Sales Manager asked him to drop in and leave his ring with us as a sample. He did so, with the emphatic instruction, “For the love of Mike, don't lose it! I worked the 30 days that contest was on.”

Now, the ring can be supplied in any quantity at a few dollars each, but would Mr. Hesler take \$10.00 for it—or \$20.00 or \$50.00? He would not! That ring is a constant reminder to him of the success which was his as a result of his untiring efforts during the contest.

Ask Ed. Hesler which has the greater attraction as a prize—Merchandise or Cash. Ask his Sales Manager which brings the greater results, and both will answer “Merchandise!”

You will find the same true in your own Sales Contests, and the advantage is doubly important when you realize that you can get from us merchandise of all sorts, suitable for Sales Contests, at Dealers' Prices.

Use Our Merchandise Prize Folder

Our free eight-page letterhead size. Merchandise Prize Folder shows and describes 60 articles of proven worth as contest prizes—just the right number for the best results. The items range in average price to you from \$1.50 to \$37.50, but to your salesman they are worth from 25 to 40% more because you buy at Dealer's Prices. The folders are free to you in any reasonable quantity, ready for your imprinting.

Over 92,000 of these folders have been used in connection with 73 sales contests during the last three months. Interesting names and testimonials will be supplied if desired.



MAY & MALONE, INC.

WHOLESALE DEALERS

37 South Wabash Avenue : : CHICAGO

Use the coupon below to get sample of the folder.

MAY & MALONE, INC.
37 S. Wabash Avenue, Chicago, Ill.
Please send a sample of your “Merchandise Prize Folder”
with no obligation to us.
Name of Sales Manager _____
Name of Concern _____
Address _____

NOTE: A copy of the 1928 “Red Book” will be sent also for use in your department.

FORM McGRAW-SHAW SUBSIDIARY

(Continued from page 866)

effect to add materially to the strength of their editorial, circulation and advertising functions.

“To carry out this program, the McGraw-Hill Publishing Company and the A. W. Shaw Company have formed a subsidiary publishing company known as the McGraw-Shaw Company. No change has been made, however, in the corporate status of the parent companies.

“*Factory*, heretofore published by the A. W. Shaw Company, and *Industrial Management*, recently acquired by the McGraw-Hill Publishing Company, will appear in January as one publication under the name of *Factory and Industrial Management*.

Magazines to Consolidate

“*Industrial Engineering*, heretofore published by the McGraw-Hill Publishing Company, and *Industry Illustrated*, recently acquired, will appear in December under the name *Industrial Engineering* with which is consolidated *Industry Illustrated*.

“While these consolidated publications will retain their original fields, it is the aim of the McGraw-Shaw Company, through far-sighted industrial journalism, to keep a step ahead of the changing production needs of industry, whether those needs are influenced by management, finance, engineering, production or marketing.

“*Factory and Industrial Management* will serve the top production executives in problems of production management and policy. *Industrial Engineering* with which is consolidated *Industry Illustrated* will deal with all phases of plant service—mechanical, electrical or otherwise—through which production is attained.”

James H. McGraw is chairman of the board of the McGraw-Shaw Company. A. W. Shaw is president. Malcolm Muir, vice president and director of sales of the McGraw-Hill publications, and Wheeler Sammons, president of the A. W. Shaw Company, form the management committee.



Actual Photographs
present direct evidence—the
prospect must believe the ev-
idence of his own eyes . . .



Present Unquestioned Evidence ... illustrate with Photographs



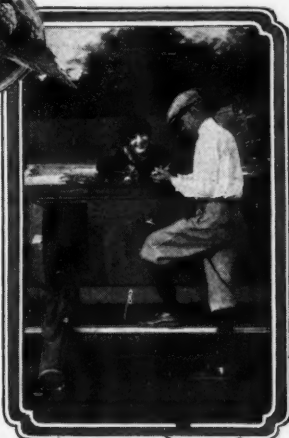
© M. A. C.

The Furniture Industry relies
steadfastly upon the aid of
photographic presentation of
its products to prospective
buyers.

Nurserymen realize the de-
mand of seed and plant buyers
to see "what it looks like"—
and are using more photo-
graphs every year.



A new wrinkle in design—
or a new accessory—can be
presented to the prospect most
effectively with photographs.



BUYERS do not question photo-
graphic evidence of merit.
They believe what the camera tells
them because they know that
nothing tells the truth so well.
Where words fail, you can rely
on Photographs—whether you're
selling pianos, motor cars, interi-
or-decorating or horticultural
nursery products. Prospective
buyers absorb quickly and with a
minimum of mental effort the con-
vincing story of Photographs.

PHOTOGRAPHS *Tell the Story*

How McCreary Salvaged Lost Working Hours

(Continued from page 830)

now, within a few minutes after I have left him, and without stopping to write it down on paper, I have the whole thing in written form.

"The gravity test of oil is one of the biggest factors in the business. Different mixtures have to be worked out algebraically. Some of my customers can't do it accurately themselves and just take a chance on mixing the different grades of oil. Even if I gave them the algebraic formulas for doing the work, they would still be unable to get it accurately. So while I am driving I work out the formulas on the ticker and later change them to percentages by volume. If a mixture calls for 60 per cent of one kind of oil and 40 per cent of another, I give it to the customer in just that way without confusing him with the various mathematical steps required to get the result. On the ticker, this is easy, but without it there were many difficulties and I couldn't always be sure enough of my ground to make the suggestions. It is just another part of a salesman's service to his customers that, when done accurately, goes a long way toward making him a friend for life.

The Value of Suggestions

"If we don't want to be salesmen all our lives, though, we have to do a little more than merely sell our goods and give service to our customers. Our ideas have to extend beyond the strictly sales end of our businesses. One day I got an idea while driving for keeping our warehouse clean. Like most oil warehouses, it gets terribly dirty and greasy sometimes. My suggestion was that we install military discipline in the warehouse, giving each man some one section of the building and holding him personally responsible for the cleanliness of the floor and equipment in his particular section. Since nobody else had ever given the matter

any thought — and probably nothing would have come of my idea if I hadn't had the opportunity of jotting it down the instant I thought of it — my suggestion was put into effect.

Tired of Resting

"Another idea that came out of the ticker was a system for following up rush orders in the warehouse. For a long time we had needed some fool-proof device for making sure that orders would be shipped when customers were told that they would be. Just a simple office form did the work, but it was another thing everybody thought should be done but nobody ever got around to doing.

"If other salesmen are like me, it aggravates them to sit in their cars while long freight trains go by, while stop lights are changing or while a bridge is being lifted. I make it a point always to have something to record on the ticker, though, and these waits now, instead of being simply annoying, are now put to a practical use.

"I am not exaggerating when I say that it was almost entirely through the use of this device that I have won contests both for the number of new customers obtained over a limited period of time and for total sales. One time I called on a customer who had all the regular brands of lubricating oil he needed. He was looking for a special combination of oils, however, which, at the time, I wasn't able to supply.

"On my way to my next call it occurred to me that I could blend two of our oils and give him the combination he was seeking. Working it out on the ticker I finally found the answer, went back and sold him a large order of it. In all probability, without something to take my figures I never would have worked out the formula at all. The jobber himself would have done it by the trial-and-error method, taking a

chance on getting it right, but when my formula proved to be exactly right he has had confidence in everything I have said to him since then.

"There are a lot of brilliant men selling goods. In order to compete with them the less brilliant chaps — and I admit I'm one of them — need something to help them out. On their relative merits, a brilliant salesman would do a whole lot bigger business than an average salesman, and unless this average fellow works his head off, he has to find some short-cuts, some plan of action which the brilliant chap doesn't have. That is where the ticker has helped me out. All of us are lazy; I'm no exception, but with this device to take care of some of my work, and do my remembering for me, I can get just that much more done.

"The hardest thing in the world is to try to remember things that have become a little hazy in your mind. I used to sit at the table in the evenings spending more time trying to remember than I did to making out my day's reports. Now I can do them in a fraction of the time it formerly took, as I have a memorandum of everything I want to include. It gives me, in addition to actual sales results, more leisure for myself in the evenings."

NINE COMPANIES MERGE

Under the name of York Ice Machinery Corporation, York, Pennsylvania, the York Manufacturing Company and the following associated companies were recently merged: Bay State Construction & Supply Company, Boston; Central Construction & Supply Company, Philadelphia; Greenwood Construction & Supply Company, Pittsburgh; Shipley Construction & Supply Company, Brooklyn; Southern Construction & Supply Company, Atlanta; York Milk Machinery Company, York; York-Ohio Ice Machine Company, Cleveland; York Oil & Chemical Company, York, and York Products Corporation, St. Louis.



Economic Characteristics **of the ALTOONA MARKET**

Proving Purchasing Power and Buying Activity

Who are the families that live in the ALTOONA market?

- 91.65% of all Altoona families are native white people.
- 95.37% of MIRROR families are native white families.
- 6.55% of all Altoona families are of foreign extraction.
- 3.06% of Mirror families are of foreign extraction.
- 1.62% of all Altoona families are colored.
- 1.21% of Mirror families are colored.

Practically 23,000 of the 25,000 families living in the ALTOONA market are native white American, and represent Altoona's buying power, and the Mirror influences their buying habits.

It is an established principle that the active buying age is between 20 and 50. After 50 the tendency is towards conservative buying. The Mirror has a daily home contact with 81.26% of the families in the active buying period. 73.17% of the heads of these families are in the active buying period under 50 years of age.

From which ever angle you study this market, it stands out as a desirable market for the National advertiser. With the Mirror completely covering and dominating this rich territory of intelligent, industrious consumers the advertiser can be practically assured of profitable distribution if he plans carefully his campaign.

Altoona Mirror

ALTOONA, PA.

Business Direct

FRED G. PEARCE, Advertising Manager

13 Million Consumers

4 Great Trunk Lines

Make SPARTANBURG a Rich Sales and Distributing Center



SPARTANBURG, S. C., is the only city between Richmond and Atlanta having two trunk lines to the Mid-West; two to the Atlantic Seaboard. The trading area of which Spartanburg is the Hub includes six states, with a population of over 13,000,000. Thus you get an idea of the market and the transportation facilities your plant or branch would have in Spartanburg.

A Spartanburg Plant or Branch Will Increase Sales For You, Too

After thoroughly investigating its possibilities, twenty large, well-known concerns established plants or branches in Spartanburg. They found, as you will find, that the merchants and consumers of the Southeast gave ready preference to "home-sold" products. As a result, their sales in this rich territory have each year exceeded fondest expectations!

Other Advantages of Spartanburg

This Survey Tells All



MARKET: In the heart of the great Southeast—a market of 13,000,000 people with real buying power.

TRANSPORTATION: Two trunk lines to the Middle West—two to the Atlantic Coast—on the main line of the Southern Railroad from New York to New Orleans.

TRAVELING: Thirty-three passenger trains in and out of the city every twenty-four hours. A network of bus lines covering the territory. Large, modern hotels everywhere.

AIR MAIL: Regular stop on U. S. Postal Air Mail Route, six hours to New York.

PRESTIGE: A progressive, well-known city—at present used as a Southern Distributing Center by more than a score of national manufacturers.

GET ALL THE FACTS

Write, on your business stationery, for survey applying to the sale of your own product. You will be surprised to learn what unusual sales possibilities the Southeast affords. Your investigation costs you nothing.

INDUSTRIAL COMMISSION
OF THE CHAMBER OF COMMERCE
1300 Montgomery Bldg. - Spartanburg, S. C.

SPARTANBURG



"The Hub City of the Southeast"
SOUTH CAROLINA

A Tour Behind the Scenes of Advertising

(Continued from page 846)

photograph which accompanied her alleged letter in the advertisements, however, was that of some other woman, and the address given proved to be a vacant house. The woman, a Mrs. Elizabeth Moran, says she never wrote the company in her life and the use of a different picture caused her "shame and humiliation." She is asking \$3,000 as balm for her wounded sensibilities.

The other communication was sent by a subscriber in Cleveland, Ohio, addressed to the "Better Advertising Editor." It was a page torn from the current issue of a popular weekly and bore the simple inscription, "Speaking of Cleaning Up Advertising —," scrawled across the top.

The advertisement to which this critic took such violent exception was one by Doubleday, Page and Company, advertising their "Hugo's At Sight French Course." It fell within the classification once defined by a writer in this magazine as the "Wallflower School of Advertising."

Over the heading, "They Grinned When the Waiter Spoke to Me in French," was a picture of two men and two women seated around a table, one of the men talking with the waiter. The others were smiling. But according to the copy, their laughter turned to amazement when this chap, who wasn't supposed to know a word of the language, fluently ordered Virginia ham and scrambled eggs in the very best French. The secret was, of course, that he had been studying Hugo's At Sight French Course on the side so that he wouldn't be embarrassed when an occasion arose calling for a little linguistic ability.

If the advertisers in these two cases had deliberately gone out of their way to make themselves targets for ridicule, they couldn't have succeeded much better. There is the essence of real humor to the spectacle of a hard-pressed

copy writer selecting some woman's name at random from a telephone directory, writing a testimonial letter under her signature, hunting up a vacant house for the address, and running a chance photograph of someone else along with it. And the "urge-for-popularity" copy is always funny. But these isolated cases do not prove, as Chase, Schlink, Borsodi et al would have us believe, that all advertising is deceptive and that all advertised products are high in price and low in quality.

JULIUS, TOO, VIEWS WITH ALARM

SPEAKING in Washington recently before the American Association of Advertising Agencies, Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce of the Commerce Department, pointed out how the science of distribution has failed to keep pace with improved manufacturing methods. He deplored the millions squandered in inefficient selling efforts—in chasing what he described as the "mirage of a national market" for commodities whose best trade is inside the city limits, or in following the "phantom of the full order book at all costs."

With some minor deductions, approximately the whole of the stupendous sum of \$89,000,000,000 was spent last year in the United States for commodities and services. No one knows just how or where the money was spent.

In Dr. Klein's opinion, the big job before the Government is to work with business in considering the many vitally important problems of distribution efficiency and in attacking them with the more modern weapons of scientific analysis, so that maximum benefits may accrue to the consumer as well as to the producer and the distributor and present high selling costs be reduced to a minimum.

Outdoor Advertising through Your Advertising Agency

To plan a productive advertising campaign, it is necessary that every sound medium of publicity be considered in its relation to the product advertised—and to the campaign as a whole.

Thus, in planning the advertising for the Frigidaire Corporation, the Geyer Company utilizes dealer-imprinted outdoor advertising to localize the national magazine campaign, to add emphasis to local newspaper advertising and to help identify the dealer with the product.

FRIGIDAIRE
PRODUCT OF GENERAL MOTORS



THE outdoor displays on the following pages were prepared and placed by the Geyer Company—one of the advertising agencies which are members of the National Outdoor Advertising Bureau, Inc.

This bureau was organized to enable you, as an advertiser, to get the full benefit of outdoor advertising through your agency such as the best of locations, service upkeep, checking information, statistics and trade cooperation. All of these, as well as the close tie-up between publication and outdoor advertising make it advantageous to you to place your outdoor advertising through an advertising agency member of the National Outdoor Advertising Bureau, Inc.

National Outdoor Advertising Bureau

INCORPORATED

New York

Chicago

Detroit

—See Next Page

Outdoor Advertising through Your Advertising Agency

FRIGIDAIRE
for Her Christmas

\$180
r.08. DAYTON

Arrange now for Christmas Delivery

Both Painted Boards and Lithographed Posters carry the message of Frigidaire along the way. They have done much to make an accepted necessity of a convenience that was once considered a luxury. Frigidaire Posters and Painted Bulletins are Prepared by The Geyer Company, and placed through the

FRIGIDAIRE
it's a product of General Motors

Now 2,000 a day

NATIONAL OUTDOOR ADVERTISING BUREAU, Inc.

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THE PARTY LINE



Another Substitute for Advertising

THE strange things people will do in an effort to find a "different" way of advertising for prospects continues to amaze the contributors to this page. Witness: a real estate company selling lots in some alleged fairy land called "River Brook Isles" rented a theater, produced a fair sized musical comedy show and gave away tickets, just to get names of prospects.

The Eighth Street Theater in Chicago must cost at least \$1,000 a week in rentals. The cast, even though not a high salaried or talented one, must cost at least \$4,000 a week. The production itself probably cost \$5,000, even if some of the costumes and scenery were rented.

At the lowest possible figure for operating the expense must be \$6,000 a week. All the company hopes to get out of this expenditure is to induce the free ticket holders to sign their names and addresses on cards which are passed out to the audience between the acts. Doubtless these cards are to be turned over to salesmen as "red hot prospects."

For \$6,000 a week it would be possible for this company to buy 2,000 lines of newspaper space in papers having a total circulation of two million copies, and still have enough left over to pay for the copy, cuts and electrotypes. And in two thousand lines of newspaper space the company could really tell its story about the lots or land or whatever it is they are selling.

EW

Dartnell's Book-Burning Party

HIZZONER the Mayor of Chicago threatens to invade the Chicago Public Library and with his trusty assistant, one "Sport" Herrmann, burn all books suspected of the deadly "pro-British" influence, said to be raging from the rock-bound coast of Maine to the advertised slopes of California.

Perhaps every library might well be subjected to such a crusade. It has been suggested that a book burning party be held after a thorough inspection of the Dartnell library. The first book on the lists seems to be "The Distribution Age," by the visionary Mr. Borsodi.

Then as the flame licks up the last re-

mains of this strange book, the blaze might be fed with all available copies of "Your Money's Worth," by the scientific hoakers, Mr. Chase and Mr. Schlink, followed closely by a whole flock of books on "dynamic salesmanship," "will power," "scientific selling" and other bunk.

Our own librarian suggests that the mayor would throw a fit if he knew of the British supplement to SALES MANAGEMENT printed three years ago come January. Doubtless he could find enough British propaganda in that issue to warrant a public hanging of the editor.

W

Incinerators and "Wild Life"

NEXT to incinerators, A. A. Naulin would rather talk about wild life than anything else in the world. We couldn't resist telling him we weren't interested in cabarets and things like that, just to get him launched forth on an explanation that he meant the Isaak Walton League variety. In the leading article in this issue, Mr. Naulin tells a most interesting story of how his concern doubled sales every year for five consecutive years.

W

Every Fisherman a Prospect

SINCE Mr. Naulin is a self-confessed devotee of angling, we offer for his particular benefit, the news (gleaned from a house organ which just came to our desk), that science has now burst upon the waiting world with a new product called "Wormite," which we predict will be conducive only toward making lazy fishermen lazier.

One pint of this fluid is sufficient to make up thirty gallons of a solution which, when poured over a suitable patch of earth, will bring to the surface almost instantly, any earthworms whose abode is in the immediate vicinity. The worms are guaranteed to be unharmed and in prime condition for bait.

The drudgery has been taken out of preparations for a fishing trip, and back-breaking operations with a spade are no longer necessary. Now if we can find something to use as a smear on the bottom

of the worm bucket so the worms will crawl in and fall in line, we're sold. Walton Membership Committee, a live prospect!

W

ARN.

After This, We'll Charge Space Rates

THIS department is running stenographic expenses in the office up higher than a kite. For instance, there's the bushel basket of inquiries we've had to answer during the last two weeks concerning the name of the firm that makes the portable electric washer we commented on over this line in the last issue. We're hereby broadcasting for the benefit of any more who feel the urge either to buy or sell the machine described, that the name is the Galvin Electric Company, and their offices are at 3341 South Broadway, St. Louis, Missouri. Looks as though Mr. Galvin's busy day is coming on.

W

Add Costly Typographical Errors

ONE of the boys here in the office, lured by the "home-owning" campaign of the Celotex Company, wrote in for the free booklet on "Yes—you CAN own that home." In reply he received the book in question, accompanied by the usual letter, nicely multigraphed and almost imperceptibly filled in.

At the start of the second paragraph, however, he came across a phrase which chilled his enthusiasm. The Multigraph operator had committed a typographical error that brought home to him too strikingly the one big objection to building a house, even a Celotex. Instead of referring to it as "our home-owning book" the letter called it a "home-owing" book.

Thus was the point the company was most desirous of getting prospects' minds away from, given a most unwelcome prominence. The relation between owning a home and owing one was a little too close to be comfortable.

W

Our recent pilgrimage to the Illini camp for the Homecoming ceremonies which made such a Roman holiday of Ann Arbor's football squad, was brightened by this message emblazoned above the portals of the Urbana jail: "Welcome Homecoming Alumni."



EDITORIAL COMMENT



War Against Bunk in Advertising

The Association of National Advertisers is to be commended for its vigorous attack launched at its meeting last week in New York on insincere advertising copy. SALES MANAGEMENT has persistently contended that the growing tendency toward exaggeration, misrepresentation and distortion of facts in present-day advertising copy, is a pistol pointed at the heart of advertising. The threat must be removed. Advertising is too valuable a sales force to die by default. And that is exactly what is going to happen if those who hold in custody the future of advertising are content to sit idly by and indulge in verbal fiddling while Rome burns. But we would like to remind the A.N.A. that passing a resolution condemning insincerity in advertising will not stamp out the practice. Not only must each individual member take a strong stand on his own advertising, but he must refuse to permit his advertising to be placed in media which accepts copy that is obviously insincere. We appreciate that there is a limit as to how far a publisher can go in censoring advertising copy, but he should censor it. For of what value is his publishing property if, through his indifference, advertising becomes discredited and useless as a sales building force?

Your 1928 Sales Program

It is generally conceded by both business men and economists that the coming year will be marked by drastic cost reduction programs. That these programs will involve sales as well as production is certain. It is not too much to predict that the sales manager will have to fight to prevent the demand for cost reduction being carried to a point where the future of the business may be jeopardized. Sales expense, particularly advertising, has long been a favorite target for the directors, most of whom overemphasize the importance of the statistical past and discount too heavily the changing competitive situation immediately ahead. It is not difficult to produce figures which show a rosy saving *on paper*, resulting from drastic cuts in sales operating expense, salesmen's commissions, the curtailment of advertising and a generally reduced sales program. A treasurer with a cash till perspective can prepare some alluring figures and he has the advantage of having the desire for immediate profits on his side. But one point that the treasurer's recommendations will not cover is how the reduction in volume will affect overhead costs. In other words, there is in every business a point of vanishing profits. This point is usually not far below present output, and it is usually a difficult

feat of management to keep the point of vanishing profits consistent with volume. We do not contend that a sales manager should not cooperate to reduce costs; on the contrary, he should be prepared with a plan of cost reduction of his own. But we do contend that there is a dangerous tendency among directorates, especially those made up of bankers not in sympathy with advertising, to cut down sales volume without proportionately reducing executive and operating overhead, with the result that a dangerous situation develops that often engulfs the business in financial ruin. It is the job of the man in charge of sales to be prepared to go before his directors this year with a carefully prepared and well considered program that looks ahead, not just through next year, but through ten years. The present business situation is a crossroads. One road looks easy and smooth. It is for those who suffer from a lack of faith in the growth of these United States. It leads nowhere. The other road is the sure, straight road to leadership. But it is a road beset with many discouragements; with temporary financial losses; with innumerable difficulties. Plainly it is no road for the business coward to travel. But for the man who has faith, courage, and the will to follow-through, it will take him to the place he seeks — enduring success.

Obsolescence Claims John J. Mitchell, Chicago Another Victim

business leader and banker, one of the keenest business minds in the country, was crushed to death by his automobile near Libertyville, Illinois. In a vain effort to avoid running down a crowd of people gathered in the road, his chauffeur applied the brakes, the car skidded into a ditch, threw Mr. and Mrs. Mitchell out of the tonneau and killed them. It was one of those accidents for which nobody can be blamed. But, in the opinion of many, the accident would not have happened had the car been equipped with four-wheel brakes. Because it was an expensive car, Mr. Mitchell's banker instinct urged him to continue it in service even though it lacked some of the safety features of the more recent models. We cannot help admiring Mr. Mitchell's thrift, yet if our information is correct, this same economy may have been the cause of disaster. It seems to us that there is something to be learned from this sad accident. How many salesmen are driving company automobiles that have outlived their efficiency? How many sales managers are trusting their lives and the lives of their families in cars which would not pass a state brake test, if such a test were required in their state?

It won't be long NOW!



The book "Achievement in Photo Engraving and Letter Press Printing 1927" will be delivered to subscribers during the month of December.

BOOK FLADER, Editor

AMERICAN PHOTO-ENGRAVERS • ASSOCIATION •

GENERAL OFFICES • 863 MONADNACK BLOCK • CHICAGO

Copyright 1927, American Photo-Engravers Association

SALES MANAGEMENT, NOVEMBER 12, 1927 [891

Laying before you The Dallas market

—all of it!

In October The Dallas Morning News set another circulation record for this market—81,631 daily, 102,754 Sunday.

It is over 30% more circulation than any other paper can offer.

[[*Would you think of selling to the Dallas market without the help of this great sales-builder?*]]

THE DALLAS MORNING NEWS

*Dallas is the door to Texas
The News is the key to Dallas*

BETTER CARRYING CASES at LESS MONEY



Easier to Pack — Easier to Carry
Campbell Cases are designed to fill your definite needs. Tell us what you wish to carry and we will build a case that will satisfy. Let us send quotations on your requirements.

We operate our own tannery and manufacture cases — all under one roof.

THE PERKINS-CAMPBELL CO.

ESTABLISHED 1879
1309 ETHAN ST. STOCK YARD STATION CINCINNATI, OHIO

SPONSORS "DRIVE SANELY" WEEK

(Continued from page 828)

give headlight focusing service and to furnish spare lamps.

A special "Westinghouse Automobile Lamp Kit" was featured in window and counter displays as an especially suitable sales unit to tie up with the idea of carrying spare lamps. This small kit consisted of three lamps—one for a headlight, one for a dashboard light, and one for a tail-light, put up as a unit in a lithographed tin container. Dealers were charged one cent for the kit, but the entire unit was designed to retail for the flat price of fifty cents.

A Special Sales Unit

AS SALES MANAGEMENT goes to press, "Drive Sanely" Week has broken with an enthusiasm which indicates that it will be one of the big civic events of the year in Chicago. It is too early to learn what results the Westinghouse people enjoyed in the way of increased sales as a result of tying up with the general campaign, but dealers are primed for the occasion and loaded with stocks of Westinghouse miniature lamps. It seems a safe guess that Westinghouse sales in the Chicago territory are due for a record breaking. Every day the newspapers are carrying special advertising copy building up more sales impetus for the company's products.

The impulse of the average commercial concern undertaking such a drive as this would have been to attempt the winning of as much publicity for the company as possible, in the promotion of the campaign itself. Westinghouse was too wise to do this.

"Drive Sanely" Week was to them, first of all, a movement based primarily on public interest. After that, but distinctly subordinated to it, was the fact that such a movement could be turned to commercial advantage if rightly handled. This distinctly unselfish angle which is necessary to the successful promotion of any such project is one which is not adequately appreciated (it is safe to say) by more than 90 per cent of

the concerns which at some time or another, undertake a combination publicity and advertising campaign.

In the Public Interest

Notice, if you will, that the slogan "Drive Sanely" was chosen altogether from the point of view of the public interest. Notice also that it touches upon what is one of the most vital civic problems of Chicago today—the death and suffering and expense which is piling up to such enormous proportions because motorists drive too recklessly and do not keep their cars in good driving condition. It wasn't necessary for the company to inflate the importance of the thing they were promoting. Any concern even remotely connected with the automobile industry could have sponsored a similar movement and enjoyed the same success provided they managed the drive as intelligently and as unselfishly as Westinghouse did.

Without a doubt if Westinghouse had undertaken "Drive Sanely" Week under their own name, it would have failed, or at any rate, would have achieved only a small fraction of the importance it achieved as it was handled. And it would have accomplished only a fraction of the good accomplished in educating the public to greater care in driving. Civic agencies would not have cooperated on such a generous scale; newspaper and radio stations would have "branded" the drive as something crudely commercial and withheld support; the wide use of posters and stickers would have been impossible. The organization of so many different kinds of agencies was possible only in a campaign dedicated to some broad public interest.

The "Drive Sanely" campaign was carried out under the general direction of Charles A. Dostal, district sales manager for the Westinghouse Lamp Company. H. G. Shaughnessy acted in conjunction with the Chicago Motor Club, as consulting organizer of the drive, as manager of all publicity, and director of the activities surrounding the distribution of posters, stickers, etc.



Win Friends—

Make Sales, with this New Advertising Medium

FRRIENDLY contacts aid your salesmen in getting larger orders. Constant reminder of your firm and products results in gainful business.

That's where Autopoint, the Bakelite Pencil, fits in. Hundreds of progressive national advertisers consider it an indispensable part of their selling plan.

Autopoint, with your name and product imperishably stamped on their barrels, keep your message constantly before those you wish to reach.

These ads never die

Transitory advertising dies quickly, circulars and form letters find the bottom of wastebaskets. Souvenirs are soon discarded. But Autopoint remains in prospects' pockets, on customers' desks . . . a perpetual advertisement that soon pays out in added profits, yet keeps on working for you.

Autopoint is efficient, and thousands of leading businesses have found it cuts out waste, is a powerful auxiliary to other forms of advertising.

Read the exclusive features of this famous pencil. Let us send you one to use yourself. Your delight with it will give you some idea of how your prospects will receive it.

Send the coupon now for complete information, for list of users, prices, and a beautiful sample for yourself. There's no obligation. Send coupon today.

FREE To Business Executives

A beautiful sample Autopoint Pencil

See coupon below



YOUR NAME OR AD. HERE

The Overseas Model

Autopoint

"The Better Pencil"

3 Big Features

- ① Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- ② Bakelite barrel, beautiful onyx-like, light-weight material.
- ③ Perfect balance—not "topheavy."

AUTOPOINT COMPANY

4619 Ravenswood Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, booklet, sales-building proposition, prices, etc.

Name _____

Firm _____

Title _____

Address _____

S.M. 11-12-27

For Executives Only



—like the general media reach the home—
Southern Advertising & Publishing reaches the SOUTHERN agency officials, advertising and sales managers of the leading Southern concerns, doing a volume of National advertising.

—we should be glad to tell you how you can best cultivate this fast growing market — write for details!

Southern Advertising & Publishing

Entire Third Floor, 209½ West Market St.,
Greensboro, N. C.

SUPERIOR

Picturing Telling Selling



A GOOD impression on the reader is the result of a good impression on the page. Engravings are the first consideration.

Our product and our service live up to our name.

Superior Engraving Company

215-217 West Superior Street

Chicago, Illinois

Phone Superior 1013-1014

MAKERS OF SUPERIOR PRINTING PLATES

Illustrating—Photography—Photo-Retouching

Make Your Letters Sell Good-Will

EVERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The DARTNELL CORPORATION

Publishers of "SALES MANAGEMENT"

4660 RAVENSWOOD AVE.

CHICAGO, U.S.A.

PROFESSOR BARNES' SCIENCE HUNT

(Continued from page 868)

degree as to the job of getting one's self elected to the presidency. Scientific precision presupposes the employment of factors that are both known and constant; advertising deals with factors that are only approximately known, and which are never constant.

Perverse Humanity

Such factors, for example, as human whims, tastes and prejudices, fears and passions; not to mention such minor contingencies as the weather and the boll-weevil. A record-breaking hot spell in October, such as we have been experiencing here in the East, can knock the most carefully prearranged procedure into a cocked hat for months to come, and a quarrel between a foreman and a plasterer on a construction job in New York can set off an explosion that will blow scientific precision to the four winds in a dozen different industries.

If human nature, so-called, would only consent to be logical from September until May, and emotional the rest of the year; if it would only acquire the habit of feeling flush with prosperity from 8 A. M. up to noon, and bent upon economy from noon to bedtime! Then perhaps (but only perhaps) schedules could be based upon an approach to scientific accuracy, and copy could be written to meet the mood of the moment when it happened to be read. Barring that contingency (which is rather remote to be sure), it is hard to see where anything approaching scientific precision can enter the picture at all. The best that we can hope for is an application of the so-called law of averages, which is not a "law" at all but only a statement of a reasonable expectation, and at least an even break with lady luck.

We are of the opinion that loose, not to say reckless, promises of this sort are extremely unwise, no matter how sincere may be the faith with which they are made. Some at least are

bound to disappoint anyone who takes them seriously, while others only serve to discredit advertising further in the minds of those who are already questioning its value and its integrity. It is a considerable part of the purpose with which the research was inaugurated to offset the influence of this group, which is unfortunately highly articulate, and which includes a large number of those in the best of positions to influence the minds of others. Such charges for example as are made in the recent book, "Your Money's Worth," by Chase and Schlink, can hardly be successfully met by an investigation which is not itself above any suspicion of an ulterior motive.

HOLD NEW ENGLAND COUNCIL MEETING

THE third New England conference of the New England Council will be held at Springfield, Massachusetts, on November 17 and 18. Invitations have been mailed to agricultural, commercial and industrial organizations throughout New England, which number more than 800.

The object of the conference is to promote collective and cooperative action in furtherance of the development and prosperity of New England. Many prominent business executives are officers of the various state councils.

NEW ACCOUNTS FOR MILWAUKEE AGENCY

THE Addressograph Company of Chicago has placed its advertising account with Klau-Van Pietersom-Dunlap-Young-green, Inc., Milwaukee advertising agency. Magazines, newspapers, and trade papers will be used.

The O'Gara Coal Company of Chicago has also placed its account with this advertising agency, and newspapers, farm papers and trade papers will be used.

Hurley & Company, investment brokers, have appointed The Quinlan Company, Chicago advertising agency, to handle their advertising account.

ROOSEVELT

St. Louis Newest Hotel and the finest

St. Louis' newest hotel. It is far enough out of the down-town district to give a complete evening change and relaxation — yet only minutes away from anywhere. Here will be found every comfort and every service feature that the most exacting traveler could expect — yet at prices that will get a happy O. K. from the sales manager.

300 Rooms 300 Baths

Room Rates

Room for One Person—
\$2.50, \$3.00, \$3.50, \$4.50
(100 Rooms at \$2.50)

Room for Two Persons—
\$4.50, \$5.00, \$5.50, \$6.00
(Suites \$10 to \$25)

Meals

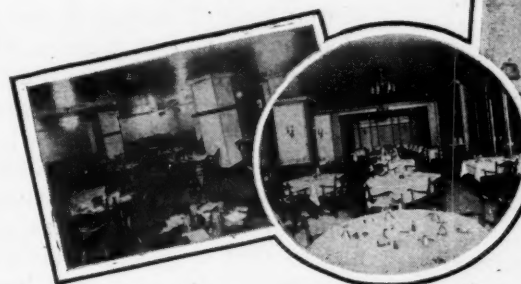
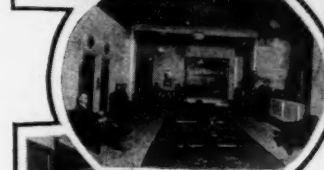
In the Coffee Shop—
Club Breakfast..... 35c up
Lunch (Special)..... 40c
Lunch (Chef's)..... 65c
Dinner..... 85c

In the Dining Room—
Luncheon..... 80c
Dinner..... \$1.50

Also A La Carte Service in both Coffee Shop
and Dining Room

ROOSEVELT HOTEL

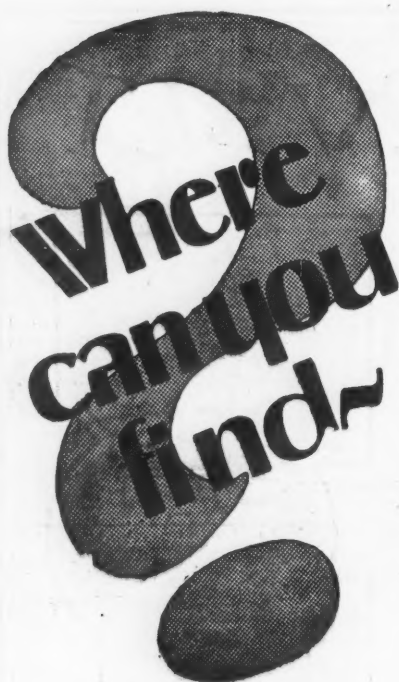
Delmar at Euclid
St. Louis



Competition Bother You?

You will find a lot of mighty good ideas on how others are meeting competition in the Dartnell Survey of Competitive Trade Practices—the biggest six dollars worth of semi-confidential facts on how to overcome the vital problems of competitive selling ever offered. More than 10,000 copies have been sold. More than \$25,000 spent to gather the information you get for \$6.00—including the loose-leaf binder, indexes, and contents. Get it on approval.

THE DARTNELL CORPORATION
4660 Ravenswood Avenue CHICAGO



a more productive market than in Bridgeport, Connecticut trading area?

It is compact, unified, accessible and easily covered at one cost.

50,000 families live well, earn and spend in this territory. They are all good producers, their incomes are steady and there is no such thing as hard times because in Bridgeport 443 manufacturers producing over 5,000 different commodities are busy all year 'round.

For complete coverage, the

BRIDGEPORT
Post-Telegram

with its 44,446 daily circulation is the medium that stands supreme in circulation, reader interest and prestige, in a trading territory that is remarkable for thrift and for its compactness.

National Representatives
GILMAN, NICOLL & RUTHMAN
New York, Boston, Chicago, San Francisco

Man-Sized Orders from Narrow-Gauge Buyers

(Continued from page 832)

preconceived idea, they did not try to sell him.

Allow me to inject here a little thought that may be proved to be valuable to salesmen. When you have trouble with a customer and the customer quits, say to him quietly: "Now, remember that *you are doing the quitting*. We are not quitting you. You are quitting us. Also remember that if at any time in the future you wish to buy from us again, we will always be ready and delighted to sell you."

Using Diplomacy

In other words, emphasize the fact that this dealer is doing the quitting himself. You will find in many cases where there is a difference between a house and their customer that, months afterward, a lot of the details about this difference will be forgotten. Then the customer will gather the idea that you have quit him, that you refused to sell him, or something of that kind. However, if you emphasize the fact that he is doing all the quitting, it leaves the door open for him to come back gracefully.

Many and many a time, in claim correspondence, when customers have quit and have notified us that they have paid their account in full and "never intend to buy from us again," I have reminded them by a clause in my letter that they were doing all the quitting; that we were very sorry and that we would be glad to see them come back again.

But this is a digression. The thought I am trying to follow in this letter is just that one of the handicap of preconceived ideas from which all of us suffer.

In writing these articles, I always like to tell about actual cases. It is much easier for me to write about such cases than to think them up.

Afterward, McKesson & Robbins, Inc., built a large factory, increased their manufacturing facilities and decided to go out after

the jobbing trade. Their plan was to give certain jobbers an exclusive territory. As these jobbers took up a territory, McKesson & Robbins, Inc., withdrew their jobbing salesmen from the field or turned them over to the jobbers to work with the jobbers as missionaries.

One day we were holding a sales meeting and we discussed this plan of selling other jobbers. For fifty years our house had competed for the retail trade with almost every wholesale druggist in the United States. When the plan of selling these competitors was broached, you can imagine how incredulous were the sales managers and salesmen of the old house. I was presiding at this sales meeting and I decided something had to be done to convince them that our new plan of selling jobbers direct was not a flivver.

Achieving the "Impossible"

Finally, I said: "Gentlemen, tell me the name of the wholesale drug house that, in your opinion, it is impossible for McKesson & Robbins, Inc., to sell." They were unanimous in stating that this jobber was The Gibson-Snow Co., Inc., of Albany, New York. This very large house had six wholesale houses in northern New York State. McKesson & Robbins, Inc., and The Gibson-Snow Co., Inc., had been bitter competitors in this territory for half a century.

In our meeting sat the late Charles J. Kiger, one of the best salesmen it has ever been my good fortune to know. Strange to say, I met Mr. Kiger at the funeral of Will McGary of Henderson, Kentucky, where we both happened to be pall-bearers. When I went into the drug business Mr. Kiger wrote, asking for a position, and I immediately employed him.

"Charlie," I said, "they tell me it is impossible to sell The Gibson-Snow Co., Inc. I want you to take the train tonight, go up there to Albany and close the deal

for our complete line with this concern." Three days later, Mr. Kiger was back at his desk with a signed contract from The Gibson-Snow Co., Inc., not only for their Albany house, but for their five other houses. They became one of the best customers on our books and they are still one of the most valuable customers of McKesson & Robbins, Inc. Now, if we had followed the preconceived ideas that it was impossible to sell them, which some of our people had, we would not have secured this splendid account.

The Proof's in the Doing

Upon Mr. Kiger's return with the contract of The Gibson-Snow Co., Inc., we had another sales meeting. "Now, gentlemen," said I, "tell me another wholesale house that it is impossible for us to sell." This time these gentlemen laughed and said: "Just go to Boston and sell The Eastern Drug Company. We do not know how Mr. Kiger happened to sell The Gibson-Snow Co., Inc. It is a sort of miracle, but now let us see what he can do with The Eastern Drug Company." So Mr. Kiger went to Boston and, in a few days, returned with the contract of The Eastern Drug Company, signed, sealed and delivered.

Thus we went from one jobber to another until we had a chain of practically all the leading wholesale drug houses in the United States carrying our line. Our new plan of distribution worked almost without a hitch, but if we had been guided by preconceived ideas, we would have decided very early that the game was impossible—that it just couldn't be done. Back of this, as back of everything, there are sound reasons. Our competitors, in competing with us, had learned the value of our line of goods. They may not have fancied us very much but they liked our goods.

Here I must tell a highly immoral, but amusing, story about how we introduced a line of hardware specialties into the Utah territory. We had done everything to get a start in this territory. It seemed to be an almost impossible job. Then, one day, a



W. F. Silbersack

Sales Manager of the A. S. Boyle Company, manufacturers of Old English Wax, declares that The Dictaphone makes it infinitely easier for him to maintain close liaison with his sales force

"I'll not be bound by a schedule—"

"That's reason enough for preferring The Dictaphone. I can dictate between interruptions—in my office or at my home."

You can profit by this Sales Manager's experience. Note well what he says. Then mail the coupon—today.

"Our business is too complex and too human to be run in routine fashion. Time is nearly always limited. One must snatch opportunities for dictation between interruptions. That's one reason why The Dictaphone is invaluable."

These words from W. F. Silbersack, go to the root of a problem faced by most executives. Mark how it's solved:

"I spend one-third of my time in the field with salesmen. I must be free to go to their assistance instantly. Often that means unloading my desk in a hurry. The Dictaphone then helps me answer letters; and takes instructions as rapidly as I wish, and as no other method could."

"I write every one of my salesmen regularly from 2 to 10 letters a week, some dictated to my office Dictaphone and others to my second Dictaphone at home. That's how I keep up to date and knit my sales-force closely together."

"My Dictaphones prove especially valuable when my secretary is away. I'm not slowed down by a strange stenographer. Some other girl in the office

can readily transcribe my records."

Florence K. Ruback, Secretary to Mr. Silbersack, declares, "The Dictaphone leaves me free to keep track of our heavy correspondence and to assist Mr. Silbersack in numerous other ways."

"If I had to waste half my time in taking shorthand, it would be impossible for me to handle this much more important and interesting work or to earn nearly so good a salary."



Florence K. Ruback

Secretary to Mr. Silbersack, thanks The Dictaphone for enabling her to do much more remunerative work than taking shorthand notes

DICTATE TO THE DICTAPHONE

and double your ability to get things done

What's Wrong With Shorthand?

Secretaries say:—

- "He talks so fast, I'll be getting writer's cramp soon."
- "No one else can read my notes."
- "I'm nothing but a bell-hop."
- "Yes, I do mind staying late."
- "Those awful waits while he chats over the phone."

That's enough! I'll show him this trial offer right now.

MAIL WITH YOUR LETTERHEAD

Dictaphone Sales Corp., 154 Nassau St., New York City

☐ Please notify your nearest office to let me try the New Model to without obligation.

☐ I want to read what leading executives or secretaries say about increasing their ability with The Dictaphone. Mail me FREE copy of your booklet, "What's Wrong with Shorthand?"

I am a Secretary ☐ Executive ☐ (Check One)

For Canadian inquiries address Dictaphone Sales Corp., Ltd., 33 Melinda St., Toronto, Canada SM-7 World-Wide Organization—London, Paris, Brussels, Sydney, Shanghai, etc.

Y. W. C. A. and Girl Reserve Members

600,000 Strong

They Buy—

Shoes	Food
Stockings	Clothes
Kitchen Utensils	Toilet Articles
Athletic	Home
Equipment	Equipment
Club Equipment	Jewelry
Stationery	Books
and a thousand other things	

From the advertisers in *The Woman's Press*. It is the official monthly magazine of the Young Women's Christian Association and reaches every Y. W. C. A. building in the country. All the executives who are the buyers for the organization read it.

Double Market

Reach this group of 600,000 young women through a magazine which caters to their major interests, who buy for both the organization and themselves and their homes.

Clara Janouch, Advertising Manager

The Woman's Press

Member A. B. C.

600 Lexington Ave., N. Y.

When? Where? How?

Do National Advertisers Use Newspaper Space?

THE monthly HANFORD AD-CHEK RECORDS are now reporting the individual lineage used by national advertisers in 142 newspapers in 63 Cities.

Contact men and account executives—now know what competitors are doing or have done in the past: when they advertise, where they advertise, and how they buy space.

Advertising Managers use this data to accurately judge when to advertise, where to advertise and what newspaper is the best media for their markets.

Sales Managers want this information to perfect sales conditions, to guard against sales slumps, to satisfy their agents that the company is keeping in constant touch with every factor that effects sales.

Advertising solicitors find the H. A. C. Records invaluable both for data on space and media used and for the information given of manufacturers who are using newspapers throughout the country. Whether buying or selling space, the H. A. C. Record is helpful.

These men are using the H. A. C. Records constantly. If they find the information valuable—Why not you?

A copy of the HANFORD AD-CHEK RECORD will be sent on ten-day approval.

Hanford Ad-Chek Bureau

10 South Second Avenue
Mt. Vernon, N. Y.

smiling salesman blew into my office and told me that he had been traveling in Utah and commanded a very large personal following in the hardware business. I hired this gentleman. He took a complete line of samples and soon a long string of beautiful orders started coming. He did a wonderful business. We were delighted with his orders.

Bad Orders That Were Good

In those days, it took about three weeks from the time an order was taken until the goods arrived in Utah. Therefore it was almost a month after our new salesman started before letters began to arrive raising Merry Ned with us because we had shipped goods that had never been ordered. Even when orders had been given, they were stuffed. It was a terrible mess. We had special brand tools and cutlery scattered all over Utah and the goods were held subject to our order. Of course we let this salesman out. He was as crooked as a ram's horn. We never got our samples back. He disappeared owing us a considerable cash balance.

However, the only thing left for us to do was to write these merchants, explain to them what had happened and ask if they would not keep the goods that were shipped upon a very long dating arrangement. Practically all of the merchants were agreeable to this arrangement. I do not think a single shipment of goods was returned.

Now, the curious part of this story is that our line of special brand tools and cutlery proved to be so satisfactory to this trade that the new salesman we sent out on the territory found it possible, in almost every instance, to make a regular customer of the people who accepted these first orders. In other words, these merchants had an opportunity to open up a line of our goods, note the quality of the goods, note how well they were packed, put up our advertising matter and, best of all, find out that when the goods were offered to their customers, they were popular and led to repeat business. Therefore,

while this crooked salesman was, in the start, rather expensive, in the finish, as a matter of fact, he probably established a business for us in that territory much more quickly, and at a lower cost, than we could have done in a regular and legitimate manner. Still, please note that this story is told just as an amusing incident in selling and not as a recommendation of the best manner in which to introduce your line of goods into a new territory!

The great thing, after all, if you have a desirable line, is to manage to get the line into the hands of the dealer and the consumers. It is a sure thing that a salesman will never get rich walking by the front door of a merchant. There is no truer saying than: "Oft fools rush in and win where angels fear to tread." Often I have known green salesmen to make a success where an experienced man would hardly have attempted to make a sale.

Expose Yourself to Sales

The main thing in selling is to *expose yourself to sales*. Put your preconceived ideas in your pocket about who will and who will not buy from you and just expose yourself to a sale by having your feet carry your body into the office or the store of the merchant you want to sell. Go to see him. Talk to him. Let him throw you out if he will, but at least expose yourself to business. You can never know what the other fellow is thinking. You never know when he has changed his mind. Sometimes, arguments that you have used on one trip do not bear fruit until long afterward. Many a salesman puts up a splendid argument and makes an impression, but just because he does not secure the order *immediately*, he gives up hope and stops calling. There are a lot of people in this world who like to think things over. It takes time for ideas to percolate. We catch diseases by exposing ourselves to them and I am quite sure that the more we expose ourselves to business, the more business we will get.

Now, I hesitate to write the following. Most people think that

trouble in business should carefully be avoided—we should not differ with customers, etc. When I review the many years I have been in business, I find that some of my very best accounts, and some of my best friends, have been the result of some kind of trouble. Of course, it all depends on just how trouble is handled. One thing is certain, viz., when you have trouble with a concern, you get to know them better and they get to know you better. When everything runs smoothly, we only know people on the surface. It is when trouble starts that we get down to their real qualities. Here again we have preconceived ideas.

(Editor's Note: This article will be concluded in the November 26 issue of SALES MANAGEMENT.)

CARNATION ADJUSTS SALES TERRITORIES

THREE divisions of sales territory have been established by the Carnation Milk Products Company to strengthen the contacts between the company and customers in the Oconomowoc, Wisconsin, and New York areas, according to an announcement just made by E. A. Stuart, vice president of the company.

The appointments will enable more frequent territorial analysis to be made and will keep dealers and the company in closer touch with mutual problems.

The changes in personnel, effective immediately, are: E. C. Portman, Jr., assistant sales manager, who will supervise territory west of the Mississippi River; C. A. White, assistant sales manager, who is to supervise territory east of the Mississippi River, and S. C. Wiley, assistant sales manager, who will be in charge of the territory now under the jurisdiction of the New York office.

Manufacturing Industries, a New York publication, has recently appointed Walter Ives as advertising manager in charge of sales. Sherman Ketchum, formerly eastern manager, will have charge of the Western territory, with headquarters in Chicago.

KROYDON *the non-soiling* Cover Paper

Hard working catalogs, price lists, parts books, manuals—manhandled by your own salesmen, your customers, mechanics. Kroydon Cover paper, while not oil-proof or grease-proof, throws off the usual finger-marks and can be cleaned with a damp cloth. It's a tough paper.



KROYDON *the halftone* Cover Paper

Halftone printing calls for coated stock. Kroydon Cover is coated. The colors are gently mottled; finish, a rich ripple. No other cover paper like it. Gives entire freedom in the use of halftones on your catalog or booklet cover.



KROYDON *the self-coloring* Cover Paper

Like the little chameleon that changes its color to match the foliage, Kroydon Cover changes where touched by the heat of the embossing die to a deeper tone of the same color, giving remarkable two-color harmony at one impression without ink. Sample book shows how.



HOLYOKE CARD & PAPER COMPANY

Makers of Cover Papers, Cardboards, Coated Papers and Specialties

55 Fiske Avenue, Springfield, Massachusetts

COUPON

Holyoke Card & Paper Company: Send along the sample book of Kroydon Cover, so we may see, (1) The non-soiling quality, (2) the chameleon re-coloration of the stock under the hot die, and (3) specimens of halftone printing.

Name

Company

Address

KROYDON COVER

Encourage your office staff to write BETTER LETTERS

Many times letters are sent out over the signature of an officer of a company about which the official knows very little. These letters are carelessly written, invoke ill will, and may result in the loss of a valuable customer.

To demonstrate the mistakes many letter writers make and to show better ways of saying the same thing, the Dartnell "Better Letter Program" has been prepared. It consists of thirty bulletins and contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated company for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

4660 Ravenswood Avenue
CHICAGO, ILLINOIS

The DARTNELL CORPORATION

The Fastest Growing Newspaper in Mississippi

The Daily Herald goes each day into more than 7,000 — or 75% — of all the homes along the Mississippi Coast. Its pages offer you a short cut to greater sales in this prosperous and rapidly-growing community of homes.

ABC AP NEA

THE DAILY HERALD
Herald Building Gulfport Mississippi Herald Building Biloxi



4000000

Sell the Club Woman

with one ad which we place in the club women's monthly magazines—46 official State organs published monthly by the leading women in every State—3,000,000 Federated Club Women, 1,000,000 League Women.

This is the only field where you buy MASS circulation and CLASS circulation at the same time. Select only publications in the territory where you desire to increase sales for a quality product.

Write for booklet and rates.

Club Service Publishing Co.
Publisher's Representatives
131 East 23rd St. New York City

The Buyer Who Says "It Won't Sell in My Territory"

(Continued from page 824)

pictured on page 824. The dealer sends his own stationery in to the home office, where the letters are multigraphed, and all the enclosures, etc., sent back to him.

Direct Advertising Campaign

The dealer fills in the letters from his own mailing list, and sends them out according to directions supplied by the Home Incinerator Company. The first week a letter accompanied by a circular is sent to prospects; the second week, another letter, with another circular; the third week a four-page letter in color goes out, offering a free 16-page booklet and enclosing a return card. Mats for newspaper advertisements are furnished with the campaign.

The Home Incinerator Company insists that dealers "stagger" the mailings of these campaigns, limiting the list to about fifty names a week. This is done to avoid the piling up of inquiries. They have found it most profitable to hold the number of inquiries down to the place where salesmen can work them almost immediately after they are received. In this way no good inquiries are wasted, or good prospects given the opportunity to cool off while the salesman gets around to the business of calling on them.

One of the most important features of the work of the Home Incinerator Company is that developed about the idea of an incinerator as a method of fire prevention. The company made a special effort to interest fire chiefs in all the principal cities in incineration of refuse and waste as a means for preventing losses from fire, and letters were obtained from dozens of these public officials.

These letters were tied up closely with Fire Prevention Week activity all over the country, and were used to get a news angle into the window displays.

This letter, from the chief fire

marshal of Chicago, illustrates the point:

The Home Incinerator Company,
Milwaukee, Wisconsin.

Gentlemen:

Our attention has been called to some of the literature you are sending to the Home Owners in Chicago. This literature shows the importance of Incinerators in the prevention of fires in the home.

We, who are interested in fire prevention, realize that a great many fires in homes are caused by rubbish and paper accumulations catching fire and an appliance of this nature which makes it easy for the home owner to dispose of the daily waste accumulation will reduce fires, unquestionably, to a minimum.

We note that the Peoples Gas Stores in Chicago are selling your appliance and also sending out your literature and we are glad to indorse any campaign of this sort that will help reduce fires in homes.

Very truly yours,

(Signed) ARTHUR R. SEYFERLICH,
Chief Fire Marshal.

Many of these letters were displayed in show windows during Fire Prevention Week, along with displays which drove home the fire hazard of rubbish accumulation, and the showing of a Home incinerator as the better method of "waste disposal." Two of these windows are shown with this article.

In Step With a Movement

Salesmen for dealers were given plenty of facts concerning fire and fire hazards, to use as sales arguments for the Home incinerator. They were told, for instance, that in the United States in 1924, forty-one people were burned to death every twenty-four hours, and forty-seven injured by fire in the same length of time. They were told that one dwelling burns in the United States every three minutes. They were told that the annual loss amounts to \$4.75 for every man, woman and child in the country.

The Home Incinerator Company has thus got into step with a movement—the movement being so energetically promoted in all parts of the country for the reduction of the number of fires. So also have they taken a great interest in the plans and purposes

of the American Gas Association. They not only do a great deal of committee work with the association, but they have generously cooperated on many projects in which they, individually, have only a very distant interest. The point is, again, that they have gotten into step with an industry, and they are growing with the industry.

The Salesman's Follow Up

One of the fruits of the work with the American Gas Association is a portfolio for architects published by the association, on gas service and appliances in the home. This book lists and recommends portable incinerators, and even pictures an installation of a portable incinerator in a typical home. Naturally the association cannot sponsor any one product, and they frankly state this in their portfolio, adding, however, that "the appliances shown here are of well-known makes." This same portfolio shows the house plans which were awarded the prizes in the American Gas Association Competition for the best design for a small house so as to give adequate comfort and convenience in the gas service, equipment and appliances.

Perhaps the first question that comes to mind after a discussion of these various sales plans is, how does the company get its dealers to do all these things that are outlined? The answer is, through a detailed and extremely careful plan of follow-up.

Salesmen must contract with dealers at least once a month. On these occasions they hold meetings of the dealer's salesmen, check up on window displays, direct mail advertising, and so forth, and send in a complete report on the status of the account, to the home office. They see that the dealer's salesmen are supplied with pocket sales manuals on home incinerators; they work out special sales plans with the dealers; they even work with salesmen individually where help is needed. Because the company has made the help it offers of such a broad character and of such unmistakably high value, dealers extend the fullest sort of

cooperation to representatives.

"Our dealers pay for all their own promotion work, all their own direct mail advertising expense and all their own newspaper advertising," Mr. Naulin stated. "We supply the literature and the plans and work out methods for keeping window displays timely and interesting. Because the dealers have learned through experiences, that these ideas will bring business, they continue to use them."

A Broader Sales Appeal

Here, then, is a concern who has made most appreciable progress in a new field in the short period of five years, simply because it discovered a broader sales appeal than its predecessors who failed, and then built up a selling plan to carry to its dealers. It sold them the profit that lies in working a plan, and kept its product in the background. They said little about how their product was built, and everything about what it would do. They got the unselfish angle into their dealer promotion plans, with the result that they won excellent support in a short time, among a difficult class of outlets. And they demonstrated anew the truth of the axiom that when we help to make business better for others, we make business better for ourselves.

Harry Rascover, vice president and treasurer since 1917 of Albert Frank & Company, New York advertising agency, died suddenly at his desk recently as he was dictating a letter. He was in his fifty-sixth year. Mr. Rascover joined the staff of the Frank Company at the age of 13, and worked his way up through the various departments to the vice presidency.

The Omaha Advertising Club was recently presented with a charter from the International Advertising Association, by Robert A. Warfel of New York, executive secretary of the advertising commission of the association. O. E. Lowry is president of the Omaha club.



Welcome!

HOTEL CLEVELAND is a friendly place. Of course it has all the conveniences and refinements you properly expect of the most modern hotel in a city, but —what we believe is more important —it has a hearty, genuine welcome for every guest, and an honest desire to see to it that you have a comfortable, thoroughly enjoyable stay here.

Hotel Cleveland is convenient to all parts of the city. Every room with private bath. Servidor service; floor clerks. Room rates begin at \$3.

HOTEL CLEVELAND

PUBLIC SQUARE CLEVELAND



Rooms are Larger at the Detroit-Leland

Sales travellers have found the larger sample rooms—all outside so that goods can be shown to their best advantage—conducive to greatly increased business in the prosperous Detroit market.

The homelike atmosphere and luxuriousness of this splendid new hotel appeals to salesmen and customers alike.

Accommodations for 1200
85% of rooms are priced from \$3.00 to \$5.00
Larger sample rooms from \$4 to \$8 per day

DETROIT-LELAND HOTEL

Bagley at Cass, Detroit, Michigan

Wm. J. Chittenden, Jr., Manager

DIRECTION CONTINENTAL-LELAND CORPORATION

Binders

for Sales Management

Each binder will hold thirteen copies of the magazine. Each issue as received can be easily and securely fastened in the binder which will open flat like a book.

Made of heavy, durable material and bound in SUPER-FINISH ART LEATHER. The cover is finished in two-tone dark brown Spanish grain, with lettering and panels, antique bronze.

You will want a binder for your desk or library.

Price, \$2.00 each, postpaid

SALES MANAGEMENT MAGAZINE

4660 Ravenswood Avenue
CHICAGO, U. S. A.

Figures Dumb? Try Charts

(Continued from page 848)

Columns 1 to 9 are drawn to scale. The difference in the length of the right hand division of each column shows the difference on the total sold by each of the nine salesmen. The difference in the total volume of each salesman may be attributed to a difference in the size of territory covered.

A reference to columns 1 and 2 will simplify the reading of the chart.

It will be noted that 21 per cent of number 1's total sales were made on D merchandise, whereas 60 per cent of the sales of number 6 were made on D.

Number 1 sold 33 per cent of A, whereas number 6 sold but 14 per cent.

Now note the left division of column number 1 and column number 6. If number 1 had maintained his sales on A, B and C and brought his sales on D up to 30 per cent of his total sales, he would have increased his total sales 9 per cent.

Chart Awakens Interest

If number 6 maintained his sales on D and increased his sales to equal the average on A, B and C, he would increase his total sales 19 per cent.

The difference in the length of the left-hand and the right-hand divisions of each column indicates the amount that each salesman would increase his sales if he maintained his sales at the higher places and increased his sales to equal the average at the low places.

This chart may add nothing to the information of the man who has facility in reading figures, but to the salesman who has not, it is very illuminating. This chart was submitted to the nine salesmen whose figures were used.

Numerals were used instead of names so that no salesman would be able to more than guess which column represented his sales. A decision to do this was in accord with the house policy.

An interesting incident occurred during the explanation of

the chart that brought out clearly the effect it had upon the minds of the salesmen. One of them, after studying the chart for a few minutes, said to the executive who was conducting the meeting, "I notice that 60 per cent of the sales of number 6 were made on D and that his sales in the other three departments are very small. Does it occur to you that number 6 specializes on D?"

A Message to Salesmen

"It is obvious he does," replied the executive, "and that's exactly what we want to avoid. We do not want him to devote less energy to D but we want him to devote more to A, B and C. By specializing on D, he sacrifices his opportunity on A, B and C."

Then he went on to say: "When we employ a salesman and assign to him a territory, we place in his hands an opportunity. Although we hand that opportunity to him, it still belongs to us. We cannot surrender our interest.

"There is a certain crop to be gathered in each territory. The crop is ours. We are willing to pay to have it picked but we must be sure that it is picked clean.

"Salesman number 6 has done good work in picking D merchandise. He has done poor work in picking A, B and C crops. If he admits this, it may be necessary for us to put a specialist to work on A, B and C."

Then directing his attention to the salesman who had provoked the retort, he asked, "How would you feel if we put a specialist on your territory to pick the crops where you do not pick clean?"

"I wouldn't like it," was the reply.

The executive, again referring to the chart, continued: "These columns indicate something more than volume sold—they indicate profits earned by salesmen. As you all sell on commission, increased sales mean increased compensation. When you increase your sales 9 per cent or 19 per cent you increase your income 9 or 19 per cent."



Our good friend Mr. Loring Pratt, down in New York, has sent on a new report on "How to Sell to the Institutional Market," which we recommend to our readers as an excellent manual of reference for any advertiser, or advertising agent, who wants to sell institutional prospects. The report is concerned chiefly with the principles, practices and possibilities of merchandising to such buyers as hotels, restaurants, hospitals, clubs and schools, and it applies only to merchandise products.

One of the particularly helpful points about this report is that it takes each established channel of distribution which reaches the institutional market and discusses just how that channel functions and what the manufacturer may expect of it. There is no charge for this report to SALES MANAGEMENT subscribers. Write direct to Mr. Pratt at the Ahrens Publishing Company, 342 Madison Avenue.

Anyone who has a catalog problem—and who hasn't these days?—will want "Scientific Catalog Building," a booklet published by the Du-Plex Envelope Corporation. It tells how to plan a catalog, how to choose the paper for it, when to use color, how to insure catalog effectiveness, and plenty of other things. This will be a good thing to file for use along with the series of catalog articles by Roy Johnson, which started in October 29 issue of SALES MANAGEMENT. For "Scientific Catalog Building," write E. J. Lewis at the company address, 3226 Franklin Boulevard, Chicago.

The industrial and commercial opportunities that exist in the Piedmont Carolinas are summarized in a booklet called "Piedmont Carolinas, Where Wealth Awaits You," which may be had from Mr. John Lucas, Duke Power Company, Charlotte, North Carolina. An individual service for companies requiring specific information is provided with the book and furnished without charge to responsible executives. This concern, in other words, will make a brief industrial survey for you, after you furnish facts on the manufacturing requirements of your business.

The Tips editor has called your attention before, to a series of reports put out by the Collegiate Special Advertising Agency, under the name of the "Collegiate Salesman." Another good meaty portfolio has come through from their offices which deals with selling the many colleges, prep schools and high schools in the city of New York. Figures are presented to give an adequate idea of the size of this

market, and a group of good advertising mediums which reach the individuals of this group, is listed and classified. Executives may obtain a copy of the report by writing either to 503 Fifth Avenue, New York, or 612 North Michigan, Chicago.

The Portland *Oregonian* has a new survey on "The Oregonian Market," which you will want for your market file. The number of retailers in each of the principal lines of business in each city, is tabulated. Address requests to J. A. Davidson, in care of the paper.

Office forms that really work are a topic of perennial interest to all executives. You'll be glad to hear, therefore, of a book put out by the Hammermill Paper Company called "Printing Gets Things Done." This presents a whole series of tested office forms for various purposes and tells how they can be used to speed routine and oil the machinery of every-day business. Write the Hammermill Company at Erie, Pennsylvania.

Among the many reports in the Tips editor's fortnightly collection is one from the Department of Commerce in Washington on "Analyzing Wholesale Distribution Costs." This is one of a series, so the preface says, to be issued from time to time showing in detail some of the results accomplished in heightening marketing efficiency, by practical business concerns. The experience of a wholesale hardware company is related in detail showing how this concern, at the end of a three year trial of revised methods of management, increased the dollar volume of net profits 35 per cent. The relation of net profits to sales increased 68 per cent, and operating costs were reduced by 4 per cent of gross sales below the average for similar firms in this field. We imagine there is a nominal charge for this report—either the general Department of Commerce in Washington is the place to write, or any one of the branch offices.

We picked up at the Advertising Exposition a copy of a booklet put out by the Chicago Paper Company called "Sales Power in Layouts" which a number of SALES MANAGEMENT subscribers will doubtless be interested in. It expounds a few of the simple fundamentals of attention-compelling layouts and illustrates them with reproductions of advertisements of nationally-known companies. If you'll drop a line to James L. Smith, advertising manager of the company, at 801 South Wells Street, Chicago, I think he'll send you a copy forthwith.



Sample Cases

Every size, style, and kind—in stock or made to order. Knickerbocker quality is unsurpassed.

Knickerbocker Case Co.

"Made Right" Sample Cases—Since 1900
225-235 N. Clinton St. CHICAGO



NEW TRICK

Lighted cigarette placed in borrowed handkerchief—vanishes. No skill required. Sent complete for \$1.00.

BAILEY CO.

Box 501, Cambridge A, Mass.

The Taxi Weekly

DOMINATES A \$415,000,000 INDUSTRY

The Taxi Weekly is officially recognized as the leading publication of the taxicab industry. 200,000 people are directly engaged in this field. They do their buying through the advertising columns of their trade newspaper.

Published in its own printing plant
At 54 West 74th Street - New York City



TOYCO Promotion BALLOONS

A Dynamic Force in SALES PROMOTION is a booklet which shows the way to increased sales through the use of toy balloons. Copy sent on request.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

PHOTOSTAT SERVICE

RAPID AND ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS
Commerce Photo-Print Corporation
42 BROADWAY 80 MAIDEN LANE
Manhattan 8991 John 3692

Build with Men
WILLIAM L. FLETCHER INC.



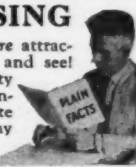
not an agency

Can put you in touch with
THE RIGHT MAN
for any worthwhile position.

80 FEDERAL STREET - BOSTON.

YOUR ADVERTISING

Can I make your advertising more attractive?—more productive? Try me and see! Nineteen years experience. Ability to discover and use ideas. Send information and I'll mail you a definite suggestion on ten days' approval. Pay if O. K. **James H. Buswell**, Box 867S, Kalamazoo, Mich.



TWO MOTOR BODIES CONSOLIDATE

THE Motor and Accessory Manufacturers Association and the Automotive Manufacturers Association have been consolidated. H. L. Horning of the Waukesha Motor Company, Waukesha, Wisconsin, president of the former association, and John W. Anderson of the Anderson Company, Gary, Indiana, president of the latter, recently issued statements announcing the consolidation. The enlarged organization will bear the M. and A. M. A. name and headquarters will be continued at the offices of that association in New York, with M. L. Heminway as general manager.

The consolidated association will be, according to the announcement, the largest organization of manufacturers in the automotive industry, representing virtually all lines of production, from the smallest parts, accessories and tools, to complete bodies and motors.

SMITH BROTHERS HAVE A NEW PRODUCT

THE makers of Smith Brothers' cough drops are now putting on the market a companion product called Smith Brothers' Triple Action cough syrup. Newspaper campaigns are being conducted in a number of test cities.

Hommann and Tarcher, Inc., who handle the Smith Brothers' cough drop account, will also handle the advertising for the new product.

Frank A. Peck, who has been a director of the Thew Shovel Company, Lorain, Ohio, for a number of years, was recently appointed vice president. He has been associated with the crane and shovel industry for over 30 years and, at the present time, is also vice president of the Universal Crane Company of the same city, which position he will retain, as the companies are closely affiliated.

Personal Service and Supplies

Classified Rates: 50¢ a line of seven words; minimum \$3.00. No display.

EXECUTIVES WANTED

SALESMANAGER—ARE YOU THE MAN for this job? A bedding manufacturer with semi-national distribution needs a sales-manager who can walk out of the first conference with his sales force and have every salesman, new or old, saying either to himself or his fellows, "That man *knows* his business." Are you such a man? If not, then you'll be wasting time to apply. The big boss of this business has a reputation of being "hardboiled." He is to the man who can't deliver, to the four-flusher and incompetent. But his present sales force numbers some of the best men in the industry and some have been there fifteen years and more.

You'll find him a prince to work for if you "know" your job and can deliver the business. This is no high hat job nor a high hat organization. If you have ideas, if you can talk business and know business in all its essentials and fundamentals, if you can be a real right hand man, then send in your application.

When you apply tell the whole story and give us plenty of the kind of references which will reveal all there is to know about you. State salary expected. Address Box M-1014, Sales Management, 4660 Ravenswood Ave., Chicago.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, New York.

A SALES MANAGERSHIP WILL BE OPEN immediately for a man at present employed and thoroughly capable of developing dealer organization and sales in domestic utility field. Salary \$10,000 to \$12,000. Address Box M-1032, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty year old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

ADVERTISING AGENCIES

ADVERTISERS' RATE GUIDE FREE. 36-page Directory showing classified and Display rates of best producing newspapers and magazines. Other information. We can place your advertisement in any publication at lowest rates. Our experience saves you money. Checking copies guaranteed. Write for Free Directory. E. H. BROWN ADVERTISING AGENCY, Dept. 1247, 140 S. Dearborn St., Chicago, Ill.

POSITIONS WANTED

SEASONED SALES EXECUTIVE WITH 14 years of experience in selecting and developing salesmen—thorough knowledge of sales promotion and merchandising methods—is available for immediate connection. Excellent references gladly furnished. Address Box M-1080, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

COMPETENT TRAFFIC MANAGER WELL posted in all traffic and shipping problems, wishes position to take charge of the traffic work of a lively manufacturer and keep distribution costs at the minimum through correct handling of their work. Box M-1022, SALES MANAGEMENT, 4660 Ravenswood Ave., Chicago.

DO YOU NEED A BRANCH MANAGER OR representative in Chicago or Middle West? My 18 years of experience in selling and directing sales may prove of value to you. Special knowledge of technical fields. Address Box M-1110, Sales Management, 4660 Ravenswood Avenue, Chicago.

Index to Advertisers

	PAGE		PAGE
Altoona Mirror	887	Kimberly-Clark Company	Facing 872-873
American Multigraph Sales Co.	865	Kniekerbocker Case Company	903
American Photo-Engravers Association	891	Los Angeles Examiner	867
Autopoint	893	May & Malone, Inc.	884
Bailey Company	903	McGraw-Hill Publishing Co.	814-815
Bausch & Lomb Optical Co.	873	National Map Company	Cover
Booth Publishing Co.	875	National Outdoor Advertising Bureau	Facing 888 and 889
Bridgeport Post-Telegram	896	National Petroleum News	810
Brown & Bigelow	883	New Orleans Times-Picayune	843
Burroughs Publications	849	New York American	836
Buswell Service	903	New York Journal	813
Chicago Daily News	807	New York News	859
Chicago Herald & Examiner	840	Oakland Motor Car Company	871
Chicago Tribune	Cover	Oklahoma Farmer-Stockman	879
Cleveland Hotel	901	Oregon Journal	839
Cleveland Press	847	The Oregonian	811
Club Service Publishing Co.	900	Perkins-Campbell Company	892
Collier's	881	Photographers Association of America	885
Commerce Photo-Print Co.	903	Premium Service Company	878
Consolidated Film Industries, Inc.	812	Review Chronicle National Adv. Bureau	809
Cosmopolitan	820	Roosevelt Hotel	895
Dallas News	892	Scripps-Howard Newspapers	857
Detroit-Leland Hotel Co.	902	W. A. Sheaffer Pen Company	819
De Vry Corporation	861	Southern Advertising & Publishing	893
Dictaphone Sales Corporation	897	Spartanburg Industrial Commission	888
Dur-O-Lite Pencil Company	876	Standard Paper Manufacturing Company	853
Evans-Winter-Hebb, Inc.	808	Superior Engraving Company	894
The Farm Journal	850	Taxi Weekly, Inc.	903
Wm. Fletcher	903	J. Walter Thompson Company	835
J. J. Gibbons	904	Toycraft Rubber Company	903
Gulfport Herald	900	Troy Record	880
Hanford Ad-Chek Bureau	898	U. S. Envelope Company	862
The Heinn Company	Cover	U. S. Ptg. & Litho. Co.	Facing 854-855
Historical Publishing Co.	882	The Wahl Company	818
Holyoke Card & Paper Company	899	S. D. Warren Company	877
Indianapolis Times	816	Washington Times	874
Iron Age Publishing Co.	844	Woman's Press	898
Keystone Watch Case Company	869		

"GIBBONS knows CANADA"

J. J. GIBBONS Limited, Advertising Agents
 TORONTO HAMILTON MONTREAL LONDON, ENG. WINNIPEG